Sales MANAGEMENT

FOUR PRACTICAL APPROACHES TO PACKAGED FOOD MERCHANDISING

Can you use the same merchandising methods on a product of low profit and high turnover as you use on a product of high profit and low turnover? If not, why not? See page 37.

TAKING THE BY-GUESS-AND-BY-GOSH

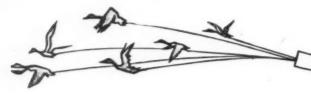
Jenkins Music Company sets up territories of known sales poten-OUT OF QUOTA-SETTING

tials. Result: better coverage, fewer salesmen's gripes. See

page 72.

OTHER FEATURES IN THIS ISSUE: What Plomb Tool Company did to solve the problem of overlapping wholesale areas (Page 44) ... The case for exclusive dealer franchises (Page 120) ... How Meadow Gold is increasing the sales of premium milk (Page 62).





BUY GLOTZ'S GIMMICKS



Judson: "Oh, no sir, we also have a two-page schedule in one of the big weeklies. But the ducks alone will cover quite a lot of territory, don't you think? After all, I have a budget to think of!"

Chairman: "Well, budget or no budget, we have to build a steady flow of business for our dealers. It isn't as though we only had to trick dealers into stocking up. The goods can't jump off the shelves into the arms of a dealer's customers. Our product has to be moved, and the only thing I've ever seen move it is advertising that appears continuously. What is it our agency calls it—

"cumulative effect"—that's what makes it pay!

"If we can't afford to buy 4 or 5 million circulation regularly, why don't we tell our story to 1,800,000 families in REDBOOK. Most of them are under 35—still forming buying habits.

And their income, after taxes, amounts to six billion dollars—so they've got money. Why, they spend a billion dollars for food alone!

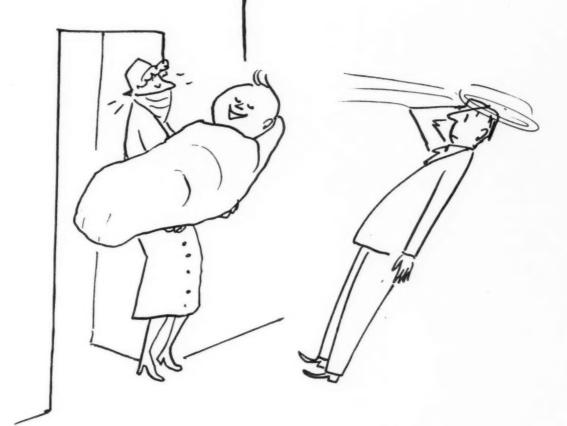
"And we could be in every other issue of REDBOOK in full pages for \$22,050. That's a lot better than some trick merchandising gag. Let's buy REDBOOK!"



REDBOOK

444 Madison Avenue, New York 22, N. Y.

The Philadelphia Bulletin is the largest evening newspaper in America



In philadelphia—
nearly everybody
reads The Bulletin

2.2"

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Sales MANAGEMENT

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America's Second Largest News Magazine!

OVER 1,000,000 CIRCULATION OF HOMETOWN LEADERS



Also publishers of FARM JOURNAL - BIGGEST in the country

FEBRUARY 1, 1948

NT

3



Profits can multiply, too

WTAR-NORFOLK sets your sales 1 800 a-zooming . . . because:



NORFOLK MARKET has the greatest metropolitan area population gain in the nation, 1947 over 1940 ... 43% more customers, 61% more new households to supply, says Bureau of Census. And ... WTAR keeps right on delivering the BIG share of this healthy market ...

Let us tell you more about this profit-team, market and media .. how WTAR tops the nation in audience delivery (Bill-board's Continuing Program Study, '47), what Sales Management says about Norfolk market's folding money...and a lot of other pointers toward easy, extra sales.



Operator, WTAR-FM 97.3 Megacycles National Representatives: Edward Petry & Co.





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Volume 60 February 1, 1948



SALES MANAGEMENT

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No. 3



in the Nation's Capital

Daily and Sunday in Washington, D. C.

With The Star You Reach

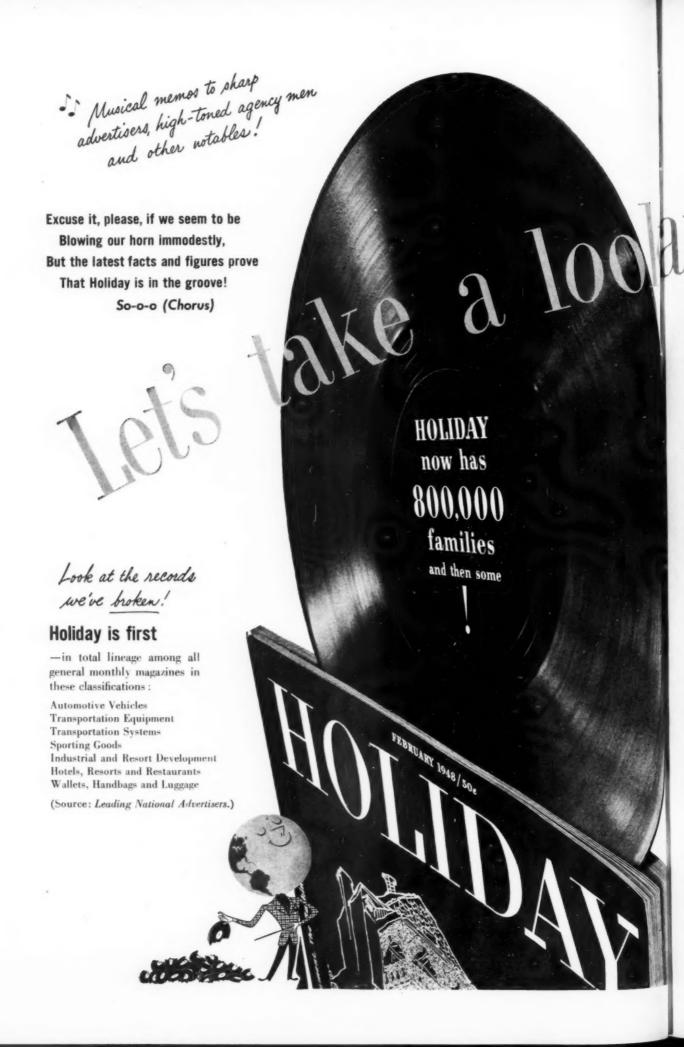
A SUMMARY OF 8 IMPORTANT FACTS FOR ADVERTISERS FROM THE "A.A.A.A. Washington Survey"

S MARE PEOPLE	Over 40% of them daily, over half of them Sunday (out of an estimated 1,065,400 adult members of the population)—more than you reach with any other Washington paper.
MORE PEOPLE WITH	Over 60% of the "Prosperous" group, over half of the "Upper Middle Class" daily; over 60% of both these groups, Sunday—more than you reach with any other Washington paper.
MORE WOMEN	Over 40% of them, daily; over half of them, Sunday—more than you reach with any other Washington paper.
MORE MEN	Over 40% of them, daily; over half of them Sunday—more than you reach with any other Washington paper.
EMORE HOMES	Over half of the homes, daily; well over half of the homes, Sun- day—more than you reach with any other Washington paper.
MORE TOP INCOME HOMES	Over 70% of the "A" homes daily and Sunday, about 70% of the "B" homes daily and Sunday, about half of the "C" homes daily and Sunday—more in each of the 3 top brackets than you reach with any other Washington paper.
MORE READERS PER COPY	2.3 adult readers per copy, daily; 2.7 adult readers per copy, Sunday—more than you reach with any other Washington paper.
MORE HEADS OF FAMILIES PATRO	Nearly half of the men heads of families and over 40% of the women heads of families, daily; and over half of the men heads of families and nearly half of the women heads of families, Sunday—more than you reach with any other Washington paper.

Represented Nationally by

DAN A. CARROLL, 110 E. 42nd ST., NEW YORK CITY

THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO



This beats the band!



Take a look at our advertising revenue

-and it looks as if everyone is on the Holiday bandwagon! Our total advertising revenue in our second year is greater than the second-year revenue of ANY OTHER MONTHLY MAGAZINE EVER PUBLISHED! Average advertising revenue per issue for the last quarter of '47 is \$236,399.10!

he record!

Want to drum up new business?

Holiday gets amazing response

What's the reason for Holiday's extraordinary selling power? It's responsiveness. The Holiday market is the cream of America's top 800,000 families: the alertest. most up-and-doing families in the land. They read Holiday in a holiday mood—a buying mood. Which is why you ought to be in Holiday!





get in tune!

737 advertisers in Holiday in 1947

Holiday advertisers represent almost every type of product and service (40 different classifications, to be exact!). Everything from radios to resorts, from cars to cosmetics, hats to hotels, footwear to fishing tackle-to name a few.

Holiday's read by everyone in the family — and their friends, too!

For ten consecutive months HOLIDAY has conducted a continuing study among cross-sections of readers in subscribers' homes in 46 cities. The average number of readers per copy reported is an amazing 7.7!

The new market responsive most today is exclusive with

HOLIDAY

A CURTIS PUBLICATION

The Human Side

HEADS OR TAILS

Out in Chicago the Perk Foods Co., which manufactures Perk dog food, has found a way to get its salesmen through doors. They're doing it by magnetism!

The company had a manufacturer run up a flock of Scottie dogs and two little tin cans for each of the pups. One of the cans is labelled "Perk." The second merely says "Other Brand," meaning, of course, somebody else's dog chow. The trick of the gimmick comes in the cans. The one with Perk on it carries a positive pole. The other one is negative. When the toy Scottie comes within the influence of the positive pole he moves toward it. When he nears the negative can he is repelled.

Result: the pup is drawn to the can of Perk, nose foremost, which indicates that even toy dogs prefer Perk. Brought near the other can it spins around and turns the other end! It's not subtle but it's selling a lot of Perk.



SALES KEEP PERK-ING . . . Salesmen for Perk Foods Co., who're able to get this little gimmick away from their kids, say it boosts sales! . . . No mirrors. It's all done with magnets.

Salesmen, says Perk, get a bang out of the gimmick and the buyers, of course, demand the toys to show to their kids. Anyone who gets the thing—and Perk salesmen carry enough to hand them out to admirers—becomes a carrier of free promotion for Perk!

MOAT IN YOUR EYE?

Stop building castles in Spain . . . or in the air . . . or even on the boss's time. We can put you onto a company that wants to *give* you a castle! It has moats, rolling acres, buildings, towers, donjons (whatever they are) and a chapel. The only thing the company can't provide is a ghost. If there is one he's people-shy.

Let's backtrack. Suppose you were an old, established British firm, intent upon entering the highly competitive American market with a new, imported line of men's English toiletries which you think superior to anything on the market. Suppose you had to compete with the monumental giveaways of American merchandisers—what would you do? That's right. You'd give away a castle! And that's exactly what Castle of London is doing. (Castle of London is a subsidiary of Kent Brushes.) They're doing it to spearhead a national publicity campaign.

The Duke's pride which Castle is going to hand over, lock, stock and barrel, to someone rich enough to pay the taxes, or ingenious enough to make the place earn its keep, is Wallingfort Castle. This pile of masonry, big enough to house a tractor factory, at the moment gathering dust, was founded during the reign of Edward I. Edward, if you'll consult Toyanbee, introduced chivalry and tournaments between armor clad knights into England at the end of the 13th Century.

Now we get down to conditions. (You didn't think you were going to get the place without them, did you?) Castle of London will assign Wallingfort to an individual, provided said individual agrees to become a permanent resident of the British Isles. If that doesn't let you out, you can keep reading. The rest is easy to take. You're allowed to make alterations, additions or improvements to the castle. And the deed is in no way subject to underlying mortgages which may affect the real property. However, Castle of London, which will give you the place but refuses to act as wet nurse afterwards, disclaims any future liability for any damage which may at any time in the future be deemed as having committed to Wallingfort by the assignee, his heirs, executors, administrators, legal representatives, successors and assigns. (If that sounds legal it's because we're copying the deed.)

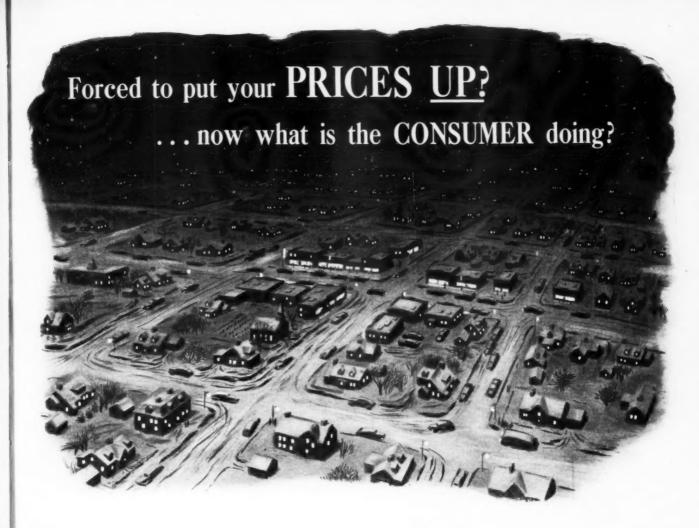
The assignee must agree to conform with crown rules and regulations in making of alterations, additions or improvements before taking occupancy. The deed is nontransferable.

Well, that's it. Do you still want the place? If so, contact Castle of London and charge the drawbridge.

OUR OWN NOODLE HISTORY

We got intrigued with a release which told us, that 1948 marks the 400th anniversary of the invention of the egg noodle. Since The National Macaroni Institute, which represents the National Macaroni Manufacturers Association is now making plans for the proper year-round-celebration of the noodle's birth, we feel that we owe it to you to review the noodle's history.

The first egg noodle in recorded history was made in the year 1548 near the village of Immenwald in the Bavarian Alps. (Before we forget; the egg noodle is a



This way you can find out, accurately, quickly!

Of 100 typical homes which used your product at the old price . . .

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e,

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HOW MANY are still buying your brand in the same quantities as before?

HOW MANY are buying your brand, but have begun to use less of it?

How Many of your former customers have resisted your increase by switching to a cheaper brand?

How Many are lost to other *kinds* of products in the competition for the consumer's dollar?

Trade reports can't answer such questions. Nor can a one-time consumer survey. But whether the problem is prices, or the effectiveness of premiums, or the rate of use from various package sizes, the monthly reports of the J. Walter Thompson Consumer Panel can

supply the facts, and supply them before it is too late!

A continuing picture of daily purchases in 5000 typical families

The JWT Consumer Panel is not a recall survey depending on consumer memory! Its every-30-day reports are based on a continuing record of every purchase (of the products included), whenever and wherever made. Its sample is a scientific cross-section of all areas of the United States. And competition cannot match this vital information; it is available to one manufacturer only in each product field.

The Consumer Panel is only one of the many unusual services available to our clients. May we tell you more about it? No obligation, of course. J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y.

The JWT CONSUMER PANEL

offers these 17 unique advantages

Monthly reports show consumer purchases of product

- 1. for the entire country
- 2. by regions, to fit your sales setup
- 3. by income groups

Reports can show promptly consumer purchases . . .

- 4. divided between urban and rural
- 5. by city-size groups
- 6. by age groups
- Reports also show consumer purchases of competitive products, and
- 8. Reasons for brand selection, and
- 9. Degree of brand loyalty, and
- 10. Who uses vs. who buys the product, and
- 11. Relative *importance* of principal uses, and
- 12. Relation between factory sales and consumption.
- 13. Monthly summaries within 30 days!
- 14. Complete interpretation of data.
- 15. Case histories—the continuous matched sample.
- 16. Low cost.
- 17. Exclusive use in each product field.

There are 22 J. Walter Thompson offices strategically located throughout the world. . . . In North America: New York, Chicago, Detroit, San Francisco, Seattle, Los Angeles, Hollywood, Mexico City, Montreal, Toronto, and the Latin-American Division in New York. . . . In South America: Buenos Aires, São Paulo, Rio de Janeiro, Santiago. . . . In: London, Antwerp, Johannesburg, Capetown, Bombay, Calcutta, Sydney, Melbourne.

FEBRUARY 1, 1948

Get that

NEW LOOK

at Newark, N. J.



Electric Power for Industry
(Kilowatt hrs. sold in OCTOBER)

48,857,000

Same month, 1946:

48,315,818

Back in 1940:

35,931,000



German variation of spaghetti. Credit Marco Polo's crew with introducing spaghetti into Italy.)

Near Immenwald was a small roadside inn. Couriers frequently stopped there to change horses, and the plump proprietor's wife, who had a way with a stove, began experimenting with spaghetti dough while business was enjoying a respite on account of snow. She tried adding eggs (they were cheaper then) to the dough before drying it in long strands. The results were so good she promptly tried it out on her husband who egg-ed her on. Travellers crossing the Alps stopped off to sample the lady's "Nudel," which became the specialty of the little Bavarian inn.

From then until recently egg noodles have been associated with German cooking. The egg noodle worked its way to America with the wave of German settlers. Before the turn of the century most egg noodles in this country were either imported or made in family kitchens. Gradually they've been manufactured by macaroni factories. Fascinating, isn't it?

A conservative estimate has it that egg noodles now account for about 20 percent of the annual billion pound output of the American macaroni industry. To manufacture egg noodles the dough is pressed through rollers into large, thin sheets, cut into various sizes and shapes by special machines, then dried.

Naturally The National Macaroni Institute is getting on the ball to have a bang-up egg noodle celebration. They've already set up schools to teach homemakers the nutritional value of spaghetti. Now they're laying an all-out offensive for egg noodles.

The Cup That Cheers—And Pays

Out in Chicago, every morning at five o'clock, several big trucks leave the Industrial Hot Coffee Service's plants. By 10 in the morning the trucks have made dozens of stops, unloaded hundreds of large cannisters and finished the day's work. What's in the cannisters? Coffee, of course. Hot, fragrant coffee, scientifically brewed from the finest beans. And where does the coffee go? To the many companies and plants which have contracted with Industrial to provide their workers with the cup that cheers.

If you are laboring under the delusion that a 15-minute break for coffee in the morning or afternoon would throw your production schedule off-beam, rid yourself of the idea. Recently The National Society of In-Plant Feeding Engineers (Don't wince at the name—they probably know more about your employes than you do.) made a survey and discovered that the worker who has a rest period for coffee in the afternoon is at least 21 percent more efficient than his coffee-less brother. The survey, as applied to a specific plant, discovered that production output of its 1,000 workers increased 61.5 percent, plus a saving of more than 26 percent in direct labor cost! And, believe it or not, absenteeism was sharply reduced.

Industrial Hot Coffee Service set up shortly after the war, despite the derision of industrialists who said the idea was "crack-pot." Many of those same industrialists are customers now, convinced after seeing production charts of other plants. To insure fresh, hot coffee, Industrial uses Aer Void vacuum-insulated containers, sterilizes them daily. Interesting to note: Hot weather seems to have little effect on the demand for coffee by factory workers.



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at 6 P. M. RADIO RATES GO UP ...but Not Newspaper Rates!

 ${f D}$ o you think radio could get higher rates after 6 P.M. unless such an increase could be justified?

That's when people are at home . . . relaxed, receptive, responsive. That's when merchandise is really sold.

Those same people read evening newspapers . . . yet you pay no extra rate for that extra bonus, the time element. This is particularly true in Indianapolis, which is distinctly an evening newspaper market, where evening advertisers get more than their money's worth.

The Indianapolis News, with the largest daily circulation in Indiana's history, dominates Indianapolis and the 33 surrounding counties. Get extra value in the Indianapolis market with The News, the state's leading newspaper!



THE INDIANAPOLIS NEWS



FIRST IN DAILY CIRCULATION FIRST IN DAILY ADVERTISING FIRST IN THE HEARTS OF HOOSIERDOM

ALONE DOES THE

DAN A. CARROLL, 110 E. 42nd St., New York 17 • The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 • JOS. F. BREEZE, Bus. Mgr., Indianapolis 6

FEBRUARY I, 1948

Is the Cost of Selling

YOUR customers may not only be eating the food you make and sell... they may be eating into your profits too!

More and more today in the food industry, success is becoming too expensive to afford.

Time was when a food manufacturer with a new product could look forward to a limitless expansion of his market. And any food manufacturer with a good product could expect continuously growing sales at a profitable cost.

Today the horizon has shrunk. Today, it costs more and more to grow less and less. For one of America's leading food manufacturers, for instance, sales have increased 164% in a six-year period, while profits during the same period increased by only 64%.

Competition is one explanation. Hundreds more products are fighting for that treasured space on the housewife's kitchen shelf, those precious few inches in her refrigerator.

Penetration of the market is another reason. The same people are being approached

by the same manufacturers to buy the same food products. And people still eat only three meals a day.

One way out of this dilemma, one way to keep on *selling* more without each sale costing more, is to find new markets.

Not in China or Timbuctoo, but right here in the United States.



What would such a market be like? It would be big... millions of people. It would consist of good prospects young families with chil-

dren. It would be prosperous...have the income to keep up with its appetite.

There is a "new" market for food manufacturers that fits this picture exactly It consists of the 2,500,000 young women who are the readers of the Dell Modern Group... Modern Romances, Modern Screen, Screen Romances.

Is it new? These young women are just beginning to form their buying habits. They are just beginning to become conscious of brands. They are

Dell

Food too high?

just beginning to establish their homes, have their families, settle into their life patterns.



They need to, want to be sold. And the food manufacturer who captures their loyalty today, can count on it for years and years to come.

Is it big? 2,500,000 young women buy the Dell Modern Group of magazines. Over 6,000,000 read them. They are a very special kind of reader. Be-



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cause they respond to an emotional presentation of editorial matter, the general run of magazines and the so-called "service" magazines literally "leave them cold." They read the Dell Modern Group be-

cause these magazines are custom-edited for their tastes, needs, and interests. This market of 2,500,000 young women simply cannot be reached through any other type of publication!

Are they good prospects? 61% of Dell Modern Group families have children. More than three-quarters of these have children under nine years

of age. Can there possibly be better prospects for food products than young families with young children?

Are they able to buy? 65% of Dell Modern Group families

have incomes of \$3,000 or over, as compared to 26% of all U.S. families who are in this bracket. The median weekly earnings of Dell Modern Group families is \$73.20, 65% above the national... Truly a market with the money to satisfy its huge appetite!

If the cost of *selling* food is becoming higher for you, if a big, rich, *new* market can help you to continue expanding *profitably*...then the Dell Modern

Group and its 2;500,000 young women readers may be the answer.

It is certainly worth investigating!

WHERE DOES YOUR PRODUCT STAND IN THE FOOD FIELD?

Send for a free copy of Dell's 10th Annual Survey of Homemaking... an authoritative, complete study that shows competitive position, breakdown by market areas, age groups, economic class... plus the long-range trend of buying habits. Write to Research Department, Dell Publishing Company, 149 Madison Ave., N. Y. 16, N. Y.

Modern Group

MODERN ROMANCES • MODERN SCREEN • SCREEN ROMANCES

DELL PUBLISHING COMPANY, 149 MADISON AVENUE, NEW YORK 16, N.Y.

ROUTE your ADVERTISING
ADVERTISING
AD YOUR
SALESMEN

They belong together

LIKE A SALESMAN AND HIS SAMPLES

A salesman is "lost" without samples—and almost as ineffective without advertising support. That's why it's important to route your advertising as you route your salesmen OUTSIDE as well as INSIDE Pittsburgh. It's easy to do in the Post-Gazette, the only Pittsburgh newspaper that can work with your salesmen in selling the million central city people—then travel with them in a 50-mile radius to sell the two million more who live in and around the neighboring 144 cities and towns of 1,000 to 70,000 population.



BY FAR THE LARGEST CIRCULATION OF ANY PITTSBURGH DAILY NEWSPAPER

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

NEWS REEL



ARTHUR S. BLAND, JR.

Former market research director, merchandising manager and assistant sales manager, is appointed sales manager of The Grove Laboratories, Inc.



EUGENE E. BISHTON

Newly elected vice-president in charge of sales at The SoundScriber Corp., manufacturers of electronic disc dictating equipment, New Haven, Conn.



STANLEY PHILLIPS

With Cannon Mills, Inc., since 1926, is elected president, succeeding Frederic A. Williams, retiring president, who continues as a vice-president.



T. HOBBS GUNNING

Former sales executive for Barron G. Collier, has been appointed national sales manager of the Topflight Tape Co., to drive for national markets.



W. H. GAMBLE

The former general sales manager of the Corn Products Refining Co., who has been with the company since 1910, has been elected a vice-president.



ERNEST G. SCHMIDT

Formerly associated with C. S. Hammond Co. and with Geographia Map Co., Inc., has been appointed general sales manager of American Map Co., Inc.



PHILCO CORP.:

Thomas A. Kennally (left), former vice-president in charge of sales, now assistant to the president, and James H. Carmine (right) in the newly created position, vice-president in charge of distribution.



FEBRUARY I, 1948

NT



Are you eating at home tonight?

If you're like most men, you eat at home every chance you get, and that means just about every single night. That's because you—like men the world over—enjoy taking off your coat in your own home, sitting down to a good hot meal, then having a quiet session in your favorite chair with the evening paper.

Evenin' time is relaxin' time for the women, too. Their mornings are filled with dish washing, bed making, trips to the grocery, cleaning, and a million other tasks, while evening is the time when the paper is read to help plan the following day. What better time for your sales message than evening?

Of course, there is no better time. That's why sales-conscious media buyers always aim for the

largest potential audience, the *night-time* audience. Evening newspaper time is "Class A" time. In the great Cincinnati market, "Class A" means the Times-Star. Here is *concentrated* evening coverage, with the largest city and suburban circulation of any Cincinnati daily, morning or evening.

Here is a circulation that was obtained—and is maintained—without use of premiums or force. Times-Star circulation is *wanted* circulation.

Let's sum it up this way...you can sell merchandise effectively to men and women who have time to read your message. In any market that means an evening paper; in Cincinnati it means the Times-Star.

CINCINNATI TIMES-STAR

Cincinnati's ONLY
Home-Owned Daily

MEMBER AMERICAN NEWSPAPER ADVERTISING NETWORK

USE A LONGER YARDSTIC

ON THE AUDIT REPORT!

Audit reports do not tell-

How much of this circulation is in

TRUE SMALL TOWNS

AND HOW MUCH IS IN

SUBURBAN SMALL TOWNS

Check the Audit reports on a list like Collier's, Life, Look, Satevepost, Time, American Weekly, and This Week-and you will find-

	10.	NET PA	D CIRC	-(B)
	POPUL	ATIO	Ju.	ULA
	250 00	and ov	A	ote
	30.00n	- 449.0	99 5	
	10,000	49,99	0 !	
	5.000 to	3,990	11 35	
1	1.000 to	4,999		
NV:	nclassified TOTALS			
UAL	te W	U. S.		

9.3% of their average circulation is in towns under 1000 population

More than 1/3 of that circulation goes into Suburban Small Towns of less than 1000 population. You get 35% less cir-

culation than surface analysis leads you to expect in the True Small Town market of 3,300,000 families, representing 1 out of 8 (12%) of the entire city and town market.

GRIT has the greatest concentration of True Small Town circulation of any national publication.

Check your coverage in city and town markets with this coverage finder.

Investigate—don't speculate on the 1 out of 8. Add GRIT to your national schedule.



Check Your National List for Coverage with the

GRIT COVERAGE FINDER

This chart shows percentage of circulation coverage attained in each of 3 national city and town markets. To find coverage on any given list simply do this.

1. Mark publication you are considering,
2. Cross out all other publications.
3. Add up your coverage figures.

	Metropol- itan Places (242 Counties)	Places over 1000 Pop. Beyond Metrop. Influence	Places under 1000 Pop. Beyond Metrop. Influence
No. of Families In Millions	18.0	6.7	3.3
Amer. Home	9%	9%	2%
Amer. Mag.	7%	10%	4%
Amer. Wkly.	34%	26%	8%
Better H. & G.	9%	11%	6%
Collier's	10%	12%	6%
Cosmo.	8%	8%	1%
Fawcett W.	10%	11%	3%
Good Hskpg.	10%	11%	2%
Ladies' H. J.	14%	15%	10%
Liberty	4%	5%	2%
Life	13%	17%	3%
Look	7%	9%	4%
McCall's	11%	16%	7%
Red Book	6%	7%	2%
Sat. E. Post	12%	11%	9%
This Week	28%	15%	8%
Time	4%	4%	2%
True Story	8%	11%	4%
Woman's H. C.	13%	15%	6%
GRIT		3%	12%

GRIT PUBLISHING CO., WILLIAMSPORT 3,PA

Ask GRIT for it



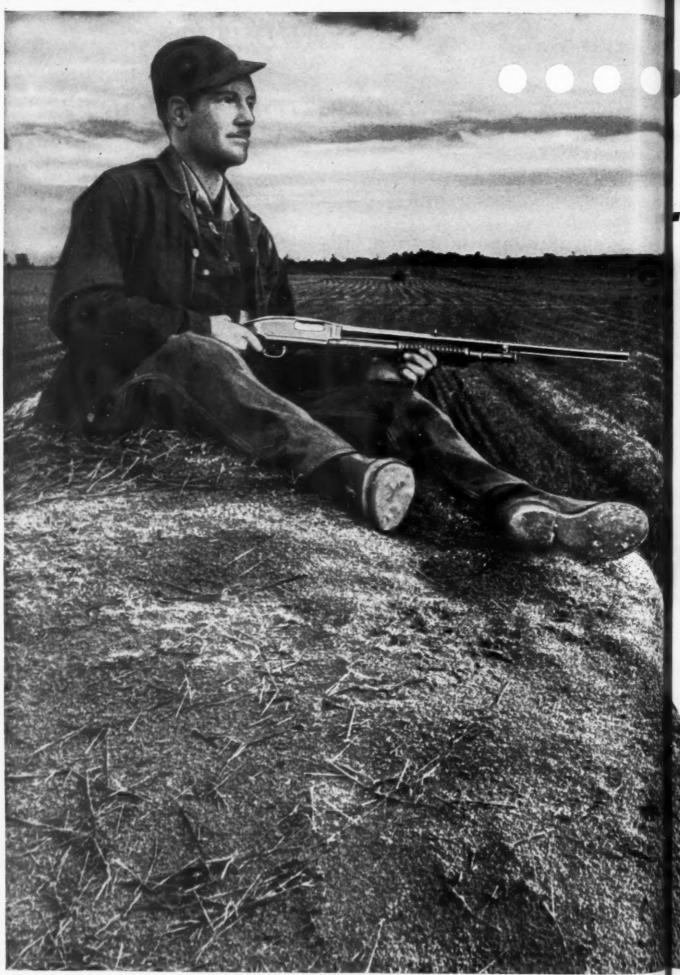
SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY . . . with more than 650,000 circulation

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ns

NLY

Daily



...you'd carry a gun, too!

Say you had a mountain of gold. Right out in the open, where anyone could grab it. You'd be just like this Mid-American farmer—you'd carry a gun, too!

He does have a mountain of gold to guard...golden grain...now bringing the highest prices on record. Put all the great piles together—from all the Mid-American farms—and you have almost two-thirds of the nation's grain!

Straight to this region of fabulous wealth goes 92% of Capper's Farmer's circulation.

Capper's Farmer readers have *always* had more to spend than the average farmer—*now* have more than ever! And they rely on Capper's Farmer to guide them in spending it.

That's because years of helpful, practical farm ideas have won for Capper's Farmer a reader confidence unique among farm publications. Advertise in Capper's Farmer, and you share in the confidence of its 1,300,000 leading Mid-America farm families

the magazine farm people

believe in Capper's Farmer

TOPEKA, KANSAS



Each month, more than 1,150,000 young families with children receive PARENTS' MAGAZINE. Families with children need more and buy more commodities of all kinds than all other markets combined.

MAGAZINE families have annual incomes exceeding \$3,000! More than 20% have incomes exceeding \$5,000! They can well afford the products they need and want.

PARENTS' MAGAZINE leads All magazines in percent of reader-families with incomes \$2,000-\$4,999! PARENTS' MAGAZINE leads All Women's Service magazines in percent of readers with incomes \$3,000-\$4,999!

PARENTS' MAGAZINE is the recognized authority in homes of families with children. Because mothers and fathers need its helpful information, it exerts powerful influence on the living and buying habits of families with children.

You, as a PARENTS' MAGAZINE advertiser, can share in its authority in families with children-your best customers.

MORE THAN 1,150,000 CIRCULATION

PARENTS' Magazine

52 Vanderbilt Ave., New York 17 360 N. Michigan Ave., Chicago, III. Atlanta • Boston • Los Angeles • San Francisco







BY T. HARRY THOMPSON

"Don't despair of seeing a better world," says *Pathfinder*. "The new giant telescope will soon be in operation on Mt. Palomar."

Come to think of it, the top brass of the CIO doubtless wished Phil a Murray Christmas.

Planes with sleeping-accommodations are fly-by-nights, obviously.

The so-called crash-chamber in the new Tucker car is a sad commentary on modern motoring.

Only in the Whiffenpoof Song do lambs bleat with a broad a instead of the onomatopoeic short a.

Harrison Bard, of New York's Cutting-Room Appliances Corp., recalls a Chesterfield ad with Arthur Godfrey allegedly saying: "Buy 'em by the carton." He thinks this was a place to say: "Buy Chesterfields by Godfrey."

The same correspondent says there's a headline that usually runs once a year in the southern textile press to the effect that "Maiden Form is Expanding." Says it always gets quite a titter.

NIT-"You say they commuted his sentence to 3 months?"

Wit-"Yeah; he asked for Easy Terms."

Martin Olsen's hand never lost its skill, even after three years in the Pacific, if I can judge by the Christmas catalog he got up for Warner's, the big hardware store in Minneapolis.

Lou Wade, Ft. Wayne advertising

man, tells us about a local diager. service with this slogan: "Rocks-Dry Baby." Contrariwise, I gag on slogan I saw on one of our local delivery-wagons: "Meat Mr. Fox"

"City Must Readvertise for Perrose Bridge Work."—Headline. A municipal ruling with teeth in it,

I was practically commuting between Philadelphia and New York awhile back, and fell to thinking the this generation would give you blank stare if you mentioned "Manhattan Transfer."

What ever happened to that old copy standby: "100% efficient"? Time was when no industrial copy could be approved without it.

HEADLINE PARADE

No More Monday Mourning.—Univasal Washing-Machine.

Ballyhoo, Bulls, Begonias.—Article in "The Billboard."

Is it always illegal to kill a woman?-Pitney-Bowes Postage Meter.

Smart wool-gathering. - Wilson Brothers Sweaters.

Up-see-daisy goes twenty-three tons.-

Bing Still King.—Subhead in "Newsweek."

Why guess about gallstones?—Upjohn. How to wrap up a skyscraper.—St. Regis Paper.

The Lonesome Pine is in the Bag-Article in "Oilways."

Philco has the answer to The Plight Before Christmas.—Philco Radio-Phone graph.

Couple of Headline Parades came from Jim Brennan, of the Elizabeth, N. J., Chamber of Commerce. First time, he addressed me as "Theotocopulos H. Thompson, or whatever the laconic T stands for." Next time, it was "Tisiostratus," who, Jim tells me, was one of the early entries in Roman Martyrology, and who "got it in the neck." That's where copywriters usually get it, James.

Few books have had a bigger or more enthusiastic build-up before publication than the forthcoming "Sexual Behavior in the Human Male," by Dr. Alfred C. Kinsey of Indiana University (W. B. Saunders Co., Philadelphia.) This is said to be the first of nine volumes, for Dr. Kinsey and his staff expect to devote

IDAHO OREGON WASHINGTON MONTANA WYOMING TO ALASKA SONOMA NAPA UTAH SOLANO TO THE ORIENT MARIN Tel NEVADA CONTRA COSTA SAN FRANCISCO NEW MEXICO ALAMEDA SAN MATEO ALCO TO HAWAII SANTA CLARA COLORADO TO AUSTRALIA ARIZONA CALIFORNIA TO SOUTH AMERICA

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"THE COMING EMPIRE OF AMERICA"

by which they mean that it is the focal point of an amazing and permanent trade development...

Since 1940 these nine counties have grown faster in population than any other similar community in the United States...

For more than 60 years

THE SAN FRANCISCO EXAMINER

has been the leading newspaper in its territory



NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

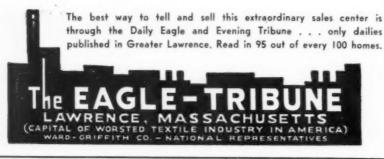
FEBRUARY 1, 1948

21



. . . to the people who are able to buy!

Cash registers jingle a steady tune, bringing the annual sales total well over \$62,000,000 in Lawrence retail stores! Steady paychecks going to the thousands of local textile mill employees are a great factor in giving this market an aggregate buying power of \$99,067,000. It's a market worth your close attention . . . let us send you complete facts.



SEVENTH

in per family Food Sales
THAT'S VERMONT

And here is your Typical American City ready for study in a test campaign.

Burlington, Vermont

now has an up-to-date market survey. Four pages of maps and analysis.

Better write for your copy today or phone the nearest office of

Small, Brewer and Kent, Inc.

The Burlington Free Press

the next 20 years to a continuing study.

Hope this practical researcher doesn't fall into the pattern set by his predecessors such as Krafft-Ebing, whose habit it was to put the most revealing passages into archaic Latin,

Nir-"Real Indian mocassins?" Wir-"Yeah; made on the last of the Mohicans."

Bicycle deliveries for 1947 hit well over the industry's goal of 2,000,000 units for domestic sales. This volume exceeds even that at the turn of the century, when Mother Wore Bloomers. Words like diamond frame, safety, and acetylene headlamp would be lost on today's cyclists.

Roston

Dear Harry:
Re: Dr. Lyon's . . . what the hell do you do, eat the stuff?

John Arthur

P. J. Schutt, of Kenosha's Snap-on Tools, writes in similar vein. The only valid answer I can give both these boys is to say I still have teeth. Not the full quota, maybe, but teeth that need plenty of scouring.

"Wakeman Starts Agency."— Headline. I picked up my ears at that one, but it's Del and not Fred ("The Hucksters") Wakeman.

Aside to Glenmore Distilleries: Where do you get that "Old Thompson" stuff?

Rock Island Lines invites you to "Rest in the West." They might also like: "Out where the Rest begins," but I'm sure somebody has said it.

Speaking of rest, John B. Parramore, Jr., Chief, Research Division, Florida State Advertising Commission, sends me the official booklet: "Florida, the Sunshine State." It's a disturbing thing to have around when snow is falling in Philadelphia.

Jack Boesharr (if I've spelled it right), editor of publications, Aetna Casualty and Surety Company, Hartford, sends a tear-sheet showing a product of Superior Steel Corp. called "SuVeneer." He hears there's to be a campaign promoting girdles for executive paunches, and suggests a dignified character to be known as: "Sir Cumference." I'll buy that, Jack.

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You have to

Dig it out!

We're speaking of SALES in New England

There's gold in New England but it takes technique to dig



town stations can you get at this stations can you get at this

rich market. Only the Yankee Network actually gets into and

thoroughly covers all the many trading

Only the Yankee Network reaches 89.4% of New England radio homes.

Check today with your Petry man about availabilities in the four editions (8 A.M. - I P.M. - 6 P.M. - II P.M.) of the Yankee Network's "News While It is News."

Acceptance is THE YANKEE NETWORK'S Foundation

THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System



mass produced boxes
make it more economical
to package

VUEPAK

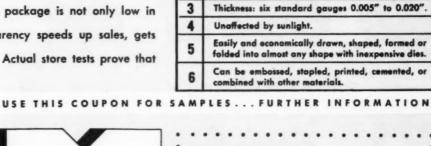
This appealing toy package, mass produced in knockdown form, illustrates how today's fast fabricating methods have made it possible to utilize transparent, rigid Vuepak for an exceptionally economical and attractive package.

Combined with cardboard this package is not only low in first cost but Vuepak's transparency speeds up sales, gets maximum retailer cooperation. Actual store tests prove that merchandise in Vuepak can

outsell the same goods in old-fashioned packages as much as six to one.

Mail the coupon or consult your box fabricator direct for Vuepak details.

Vuepak: Reg. U. S. Pat. Off.





	Plastics Division, Dept. SMP 2 Springfield 2, Mass.
	Please send me Complete Vuepak data and samples. Information on other Monsanto packaging plastics.
	Name
	Company
	Address
1	CityState
)	My box supplier is
,	

VUEPAK DATA

Monsanto cellulose acetate.

Vuepak is a transparent, tough, rigid, beautiful

Available in sheets up to 54" wide and continuous rolls 30" wide up to 1000 ft. long, depending

FEBRUARY 1, 1948

MENT

25

Not for bread alone

CURT GREENE gives vets lots of practical training in good farming.



get a lot more out of good farming than big crops.



1. EVERY DAY Curt lectures to G. I. the new Veterans Hall, built by students instructors for the Farm Training Program He was chosen by the vets themselves



BEAGLES and saddle horses are a hobby with Curt and Corbett. They follow their of nine beagles on horseback, mostly to hear the music they make."



6. CURTIS GREENE has taught Sunday School for 27 years. The whole family goes to church every Sunday to enjoy the spiritual companionship of life-time neighbors.



7. CURT is building a good dairy be helps neighbors do the same-is convinct animal husbandry agriculture means security for farmers, better nutrition for

CURT GREENE and his wife, "Miss Jennie," started with little more than a cabin on a cotton patch.

From one-crop hardships, the Greenes farmed themselves into security and comfort by sheer good sense and determination. They coaxed the stubborn soil into tripling its yields, they improved pastures, built up a dairy herd, increased their acreage, enlarged and modernized their home.

They have come a long way up, step by step, through hard work. Selfish rewards could have been their greatest incentive for material gain. But as they succeeded they shared . . . for the good of the whole community.

Of his returns in good living Curt Greene says, "Money lacks a whole lot of being everything." His life is richer for the wealth of experience he can give freely in teaching veterans, encouraging diversification, helping others to farm better-for security.

The story of the Greenes, their struggle and success, is told in full in the February issue of Country Gentleman . . . another inspiring "family portrait" of American farm life in the Good Farming—Good Living series about Country Gentleman subscribers.



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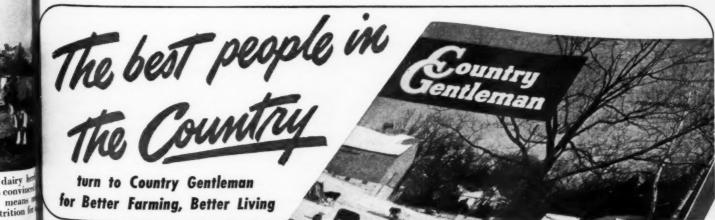
. HE URGES diversification, has proved it students have off. The county's top-income farmers, all negrows took and grain men, average 3 times the selves come of lowest groups. come of lowest group, cotton-only farmers.



3. SON CORBETT and Mrs. Greene (Miss Jennie) appreciate power machinery, know how to keep the farm's two tractors, two Jeeps and other equipment in tip-top shape.



4. THE SNUG HOUSE, now a comfortable 5 rooms and bath, has grown with the farm. With electricity have come lights, refrigerator, washing machine and electric range.



FEBRUARY I, 1948

means

MENT

27

KNOW-HOW,-WHO, -WHEN,-WHERE,-WHY? ... that helps sell goods

Countless requests for helpful information come to Haire Readers' Service each day-by mail, phone, personal call.

This service is known, used and appreciated as the short cut to fact finding in the merchandising world.

Here unique fact sources are at your finger-tips-Publication files dating back to 1866! The priceless Haire merchandising library! The news-gathering, news analyzing services of Haire editorial

It's another reason why you tap a rich lode of SELL-ective reader interest when you advertise your product in the specialized Haire publication that covers your field. Send for fact folder on your market.

MORE effective because they're MORE SELL-ective



MERCHANDISING PUBLICATIONS

HAIRE PUBLISHING COMPANY 1170 Broadway, New York 1, N. Y.

New York .. Decroit Los Angeles • Atlanta •

BULLETIN BOARD

The F.T.C. Minority Report

What is the significance of the Lowell Mason minority report to Congress on proposed FTC legislation?

In a shrewd move to capture headlines, Commissioner Mason made good use of the fact that for the first time in the history of the Federal Trade Commission an individual commissioner was submitting a minority report. Essentially, he presented nothing new-nothing that he hadn't already said in his famous Chicago speech, and had submitted to the American Bar Association and to the bar associations of several large cities.

Commissioner Mason wants to spell out by Congressional act a more precise statutory basis for trade practice conference procedures. . . Slav the dragon of anti-trust prosecution threats at the same time. . . Encourage business to come in and talk with Government. . . Settle as many FTC cases as possible "on the threshold" instead of proceding at "glacial speed" and "fiddling around the edges" . . . Let business have a chance (a) to be vocal about FTC's complaints; (b) let business sue FTC in court when it feels its rights are unduly invaded.

Mason Starts Selling

The Commission allowed only 27 lines in its 145-page annual report to Congress for Mr. Mason's minority



Commissioner Mason dissents.

recommendations. It refused to include in its report his supporting statement-which took only 21/2 pages when printed independently in the same type. Mr. Mason had the pages printed and slugged 13A, 13B, and 13C-and then sent them to every member of Congress on January 20, the day after the annual report was released. Thus they could be stapled, clipped or tied into the report right after his truncated "minority recommendations," which were printed on Page 13.

To explain this situation, Mr. Mason invited a selected number of representatives of the business press to a special press conference just before the whole thing went to this year's election-conscious Congress. Correspondents wondered mostly (1) what his proposed legislation would accomplish above and beyond present trade practice conference procedure; (2) just where the attorney-general might step in.

Mason's Masterpiece

When Robert E. Freer was reappointed to FTC last month by President Truman, he automatically became chairman on January 1 in accordance with the "musical chair" rotation of the chairmanship criticized by Mr. Mason. Mr. Freer and Commissioner William A. Ayres are still adamantly opposed to out-andout trade practice conferences as the answer to business compliance with the ethics implicit with FTC.

Mr. Mason has found, through his numerous public speeches and a flood of letters, especially from lawyers, that his proposals are interpreted pretty much on a wishful thinking basis. Example: Many companies think that he O.K.'s price fixing. Others commend his stand against price fixing.

On the Record

For the record, here is the wording of Mr. Mason's minority report to Congress on the point mentioned above, and on which the rest of the Commission refused to approve printing of a statement of support:

"That the Commission recommend to Congress legislation which will promote the cooperative elimination upon an in-dustry-wide basis of acts and practices prohibited by the statutes administered THE STORY OF ...



(Or "Why Hatchery Advertisers Use Pee Jay Regularly")



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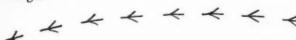
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Hatchery Advertisers know it's no secret that 92.8% of The American Poultry Journal's circulation is concentrated in the 31 states that make up the profitable "egg basket" of the United States.

Yes... the Hatchery business is big business! Today there are 12,000 commercial and breeder hatcheries in the United States, capable of producing more than a billion baby chicks annually. In addition, there are 2,000 concerns dealing in baby chicks and turkey poults.

Leading hatcheries know that The American Poultry Journal's editorial content is designed for, and in the interest of, the poultry farms and poultry raisers of the United States ... and that over 500,000 subscribers read and respond to Pee Jay's advertising messages.



"A simple deduction," says Hawkshaw...



"Twenty-five of the nation's largest hatcheries have used Pee Jay consistently for from 10 to 44 years. Reason? It's logical! Pee Jay advertising produces results!"

1946 gross income from poultry and poultry products from over 5,000,000 U. S. farms was \$3,121,040,000 or over 10.9% of the total agricultural cash income. Poultry is definitely one of the "Big Four" producers of farm prosperity.

PEE JAY SALUTES BIG BUSINESS . THE POULTRY INDUSTRY

ADVERTISING REPRESENTATIVES

NEW YORK—A. B. McCLANAHAN CO.
295 Madison Avenue
Phone Lexington 2-1234

DETROIT—HIL. F. BEST
131 W. Lafayette St.
Phone Randolph 7298

NINNEAPOLIS—J. P. MALONEY CO.
1019 Northwestern Bank Bidg.
Phone Atlantic 2229

LOS ANGELES—ROBT. W. WALKER CO.
684 S. Lafayette Pl.
Phone Drexel 4388

FEBRUARY I, 1948

A Safe Advertising Investment!

Hatcheries now using, and who have used Pee Jay for years for assured sales results!

Berry Bros. Hatcher	y		•	44	Coombs Poultry Farm	22
K. I. Miller Hatcher	у			40	Superior Hatchery	21
Kerr Chickeries .				38	Wene Chick Farms	20
Kerlin Poultry Farm	١.			38	Hall Bros, Halchery	19
Booth Farms				27	Hubbard Farms	19
Illinois Hatchery .				25	Bagby Poultry Farm	16
Colonial Poultry Far	ms			24	Davis Hatcheries	15
Redbird Farm				24	Hayes Hatcheries	14
Rucker's Imperial B	ree	fing			Lemmen Leghorn Farm	14
Farms				23	Lindstrom Hatchery	14
Roselawn Poultry F	arm			23	Atz' Mammouth Hatchery .	13
Rusk Farm				23	Heizer's Halchery	13
Bush Hatchery .			*	22	Osborne Poultry Farm	11
					Figures indicate number of y in The American Poultry Jou	

Ask our representatives for comprehensive farm-poultry marketing information!

So. Clark St., Chicago 5, Illinois

The Voice of the Three Billion Dollar Poultry Industry ** * * \$3,121,040,000.00

The Houston Chronicle . . .



FIRST...in Advertising:

HOUSTON CHRONICLE

27,385,582 LINES

HOUSTON POST 20,194,230 LINES

HOUSTON PRESS

10,284,540 LINES

(For the year 1947)

FIRST...in Circulation:

DAILY

SUNDAY

HOUSTON CHRONICLE

156,167

170,237

HOUSTON POST HOUSTON PRESS 144,521 78,744

155,503 No Sunday Edition

(From September 30, 1947, A.B.C. Publishers' Statement)

For 35 consecutive years The Houston Chronicle has been first among Houston newspapers both in advertising and circulation. The record shows that, month by month, The Chronicle-with the largest circulation in Texas-is steadily widening its impressive margin of leadership in advertising as well as circulation. The Houston Market is sold when your story is told in The Chronicle! Ask the Branham man.

The Houston Chronicle LARGEST CIRCULATION IN TEXAS

The Houston Market is sold

when your story is told

. . . in The Chronicle

R. W. Mc CARTHY National Advertising Manage THE BRANHAM COMPANY National Representatives



HOUSTON'S LEADING NEWSPAPER FOR 35 YEARS

by the Commission by giving trade practice conference procedure and rules a clear statutory basis, by facilitating the acquisition of the information necessary to the initiation and conduct of such conferences, by affording an opportunity for cooperation by the Department of Justice and the Department of Commerce in the initiation of trade practice conferences and in the formulation of the rules to be promulgated, by providing means whereby the Attorney General may stay the initiation of a conference for a particular industry when he is of the opinion that the public interest does not at that time warrant the holding of such conference and whereby he may test the legality of things done in actual compliance with any rule as finally promulgated if the Com-mission denies his request to modify or repeal such rule, and by encouraging compliance with rules as finally promulgated by protecting signatories thereto from suits under the anti-trust laws for the time they are in effect, except as to a proceeding in equity by the Attorney General for things done in compliance with a rule after due notice.'

No Price Fixing

This for the first time clarifies the role of the Attorney General, and Mr. Mason is emphatic that he wants to protect the businessman (1) by giving him a chance to be heard; (2) by permitting him to sue FTC if he feels he has been injured by an FTC action. He proposes that FTC provide the same immunity a grand jury would; that is, that trade practice conference statements could not be used against a businessman in other proceedings.

He also is emphatic that his proposal would not authorize any group to legislate anything or to fix prices through trade conferences, nor would

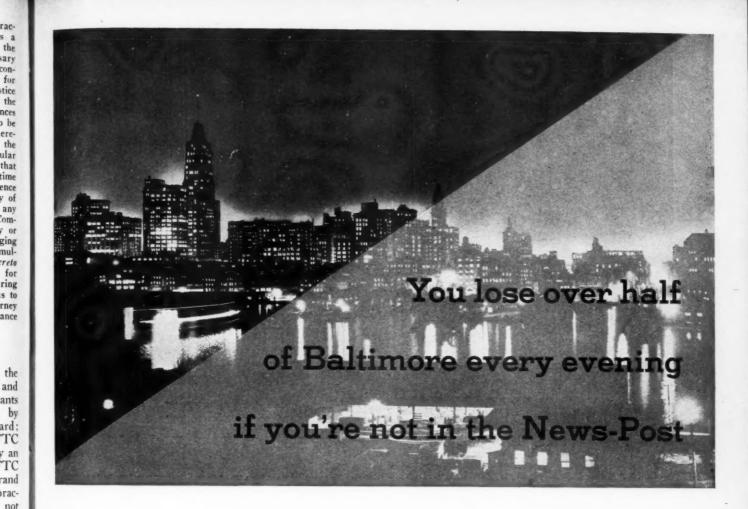
it create another NRA.

Major segments of the economy will not come into trade practice conferences and "tell all" until assured all their rights will be protected, he contends. Mr. Mason asserts that FTC, now spending a third of its time on false and misleading advertising cases, is just "fiddling around the edges." However, he feels that recent decisions show a definite tendency toward "decisions at the threshold" rather than interminably drawn out litigation.

There is no indication, however, that Commissioners Ayers and Freer will relax their opposition to the allout program of trade practice conferences which Mr. Mason has been

advocating.

At the time Mr. Mason's minority report went to Congress, there was no one definitely committed to introduce his proposed legislation. A cross-section of opinion on Capitol Hill indicated that most legislators would be wary of getting too involved in the anti-trust question this vear.



- The News-Post is the only paper that goes into more than half of Baltimore's 398,994* homes every evening.
- Today you need the News-Post's 52.3% coverage more than ever, for in Baltimore's Metropolitan Districts the number of workers increased more than 129,000 since 1940.
- To be sure you're covering all of this bigger—richer Baltimore
 be sure you're in the News-Post.

*Based on Current Population Reports of Bureau of Census, April 1947

1st in circulation in the 6th largest city

Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

FEBRUARY I, 1948

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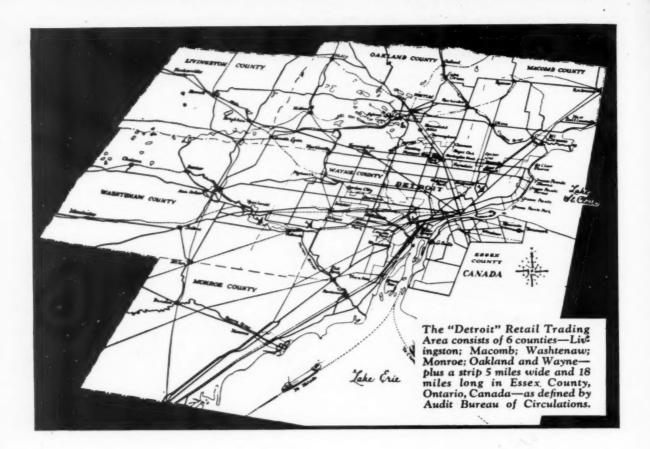
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... of the 418,058 total Detroit Times daily circulation ... 372,786 ... (89.2%) ... is concentrated in the vital Detroit Retail Trading Area.

... of the 372,786 families in the Detroit Retail Trading Area who read The Detroit Times every day... 275,559 ... (73.9%)... have The Detroit Times delivered to their homes daily by regular Detroit Times carrier boys.

418,058 TOTAL DAILY

617,541 TOTAL SUNDAY

The DETROIT TIMES

A GOOD NEWSPAPER...FASHIONED FOR THE FAMILY

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE
SALES MANAGEMENT



They should be! Birmingham now has 23% more people than in 1940.

That's according to Uncle Sam's census-takers who just finished counting noses in seven of the South's biggest cities. They found: metropolitan Birmingham now has a population of more than a half million! Is bigger than Atlanta. Or San Antonio. Or Tulsa. Or Dallas. Or Memphis. Of the seven markets, Birmingham is second only to New Orleans.

Birmingham's growing-big and fast. Because Birmingham can offer workers jobs in more than 2,000 million-dollar industries. Steady jobs that mean steady pay. And lots of it.

To get your full share—a whooping one-fourth bigger share than ever before-of big and booming Birmingham, use WAPI..."The Voice of Alabama." Ask us (or Radio Sales) to show you how.

"The Voice of Alabama"

Birmingham RADIO SALES . . Radio Stations Representative, CBS;

New York, Chicago, Detroit, Los Angeles, San Francisco, Memphis



SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending January 31, 1948

LOOSE MONEY IN THE FARM BELT

I spent a couple of days last week in my old home territory—the dairy and tobacco country of southern Wisconsin. I came expecting to find the farmers prosperous, but despite all the advance warning I still was surprised by the tales of ready money I heard from some of my old friends among the farmers themselves, from merchants and from bankers. Some of the new-rich farmers never had checking accounts, and don't want to be bothered by them now. Neither do they feel safe with thousands of dollars stuck under mattresses or in old coffee cans.

One druggist in a town of 3.500 told me that he acts as the banker for 17 farmers. It's not a responsibility he craves; they force the money on him. They turn their cash and checks over to him along with their bills for goods purchased and ask him to draw checks for whatever they owe and to keep the rest until they can figure out what to do with it. These 17 farmers currently have \$73,120 on deposit with him.

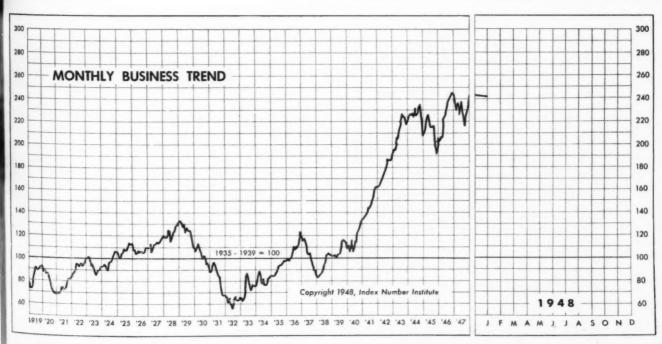
Improving the "plant" seems to be the number one desire of most of these Dane and Rock County farmers. As the profits pile up they pay off mortgages, improve the farm buildings, add better breeding stock, and mechanize the operation. In an 85-mile drive through the two counties I saw fewer horses than one normally sees on the Central Park South section alongside New York's Hotel Plaza. With mechanization they can operate larger acreage, and so comes the desire to buy up adjoining land. But there isn't a great deal of movement in farm real estate in that section because everyone wants to buy but no one wants to sell.

You can see where the money goes around the barns, but in the homes its different! In one home they will have added on a wing, repainted, installed plumbing, thrown out much of the old furniture and furnishings and replaced them with new and attractive materials. On the very next farm, with the owners operating under the same prosperous conditions, hardly a penny has been spent toward improving the standard of living.

Seeing some of these contrasts and hearing about many more from a nephew whose business brings him to hundreds of farm homes, makes me wonder why the national advertisers of the country—specifically the makers of paints, appliances, furniture, bedding—are failing to separate so many farmers from their cash.

Is it through lack of effort? Are they spending enough advertising dollars in the farm market? Are they doing enough promotional work in the surrounding small towns? If they did as good a selling job in this area as they are doing in the urban market could they, in this particular sector of farm families, arouse desires which don't seem to exist now. If they exist, are they dominated by the even greater desire to have a lot of cash put by to weather rainy days ahead? Many city families have desires but no money. Many farm families have money but seemingly no desires.

I am not suggesting an answer to the above questions, but since it is obvious that (1) farm gross income has increased more than any other type of income, (2) farm net income has increased more than any other type, then



The final computation of the Business Trend for December is 244. This figure, only slightly below the all-time high set in December, 1946, reflects moderately increased new orders coupled with a large gain in the rate of business spending. January estimates indicate a preliminary figure of about 243. Further increases in new orders are partially offset by a decline in business spending.

any manufacturer with a product which farm families can use is most certainly missing a bet if he isn't fully as active and aggressive in the farm market as he is in the urban market.

Out in Nevada both divorces and gambling are 'way off from recent years, but according to *The Wall Street Journal* retail business in Reno is good, reflecting "a still climbing prosperity on the farms surrounding Reno. Sheep and cattle ranches are making more than ever before."

Before signing off on this subject, here's one additional significant item about farmers. In Chicago I dropped in to see my friend Joe White of Joseph White and Associates, and he showed me some figures his organization had just compiled on savings for the year 1947.

Farm families last year, with less than 20% of the total population, saved more money than the other 80% of the population!

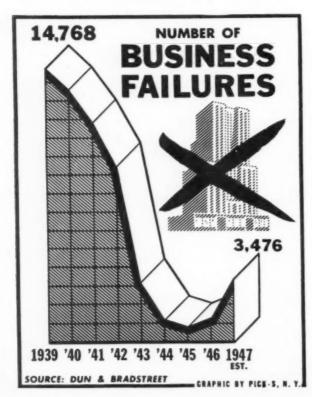
IS LUXURY TRADE THE WAY OUT?

Going up to Wisconsin I chatted in the diner with a Minnesota furniture maker who was returning from the Chicago show where he had an exhibit. I asked whether he had booked as much business as he had expected.

"They certainly fooled us. We had expected to do very well on the standard and lowest price lines, but they were a flop. On the other hand the merchants bought so much of our expensive stuff that it will take us five months to catch up."

"You aren't kicking about that, are you?" I asked.

"Yes, in a way I am, for I found out why the buyers didn't go for the lower price lines, and it all adds up to an unhealthy business condition which has me worried.



"One merchant after another told me that the general run of his customers had so little money left over today after paying the grocery bills that they weren't in the market for any furniture, regardless of the price. So those merchants were buying new stuff only for that small segment of their trade which is in the high-income group.

"Maybe there's enough furniture demand in that relatively small group to keep my factory busy for quite a while, but it's certainly true that the rich families can supply enough business to keep all American business on a high level indefinitely."

On the way back to New York the sales manager of a rug company confirmed the furniture man's observation on the most significant trend at the show. "What is happening," he said, "is that we are fast pricing ourselve out of one important part of the market after another."

ARE DRAWING ACCOUNTS LOANS?

A salesman for an office appliance company reported is \$100 a week advance as cash received and paid a tax on it Over a period of a few years his drawings amounted: \$9,000 more than his commissions. The following year he was credited for \$15,000 commissions and drew \$6,00 which he reported on his income tax statement. The Income Tax Division took the position that the drawing account payments were loans and that the full amount of the commissions earned that year was taxable as i come and not the \$6,000 which the salesman had coming over and above his drawings. The Tax Court sustains the Treasury Department, holding that the weekly draw ings were loans that he paid off with the commission money. Highly significant is the Court's statement the the ruling would have been different if the salesman contract with the company made the drawings a gua anteed minimum salary. In fully 99% of such cases the might just as well be called a minimum salary because it's news when a company ever collects on overdraft

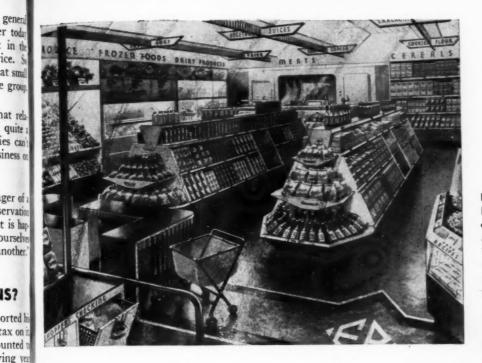
SIGNIFICANT SHORTS

Can You Fill More Freight Cars?: For the fine time since 1942 the number of new freight cars put imservice in a three-month period (October—December exceeded the number scrapped. Railroads this year at expected to move 10% more ton miles of freight than 1930, but with 535,000 fewer freight cars. The incress is attributed to efficient handling.

"How to Sell Quality:" This famous book of J.C. Aspley's, head of Dartnell, is now available in books form at 25 cents each, with prices scaled down to cents for large orders. No matter what kind of a produce a salesman may sell, or what its price may be, experient shows that he can find worth while talking points in the analysis of the creative selling methods of the top salesmen in 43 nationally known companies.

No Hesitoncy Here: American industry plans is spend more than 4 billion dollars in the first three months of this year in building new plants and buying new equipment. Even allowing for the price increases, the means a higher volume of investment for new facility than in the roaring 'twenties or other peak periods.

PHILIP SALISBURY Editor



Branded grocery store items fall into four distinct classes, depending upon the factors of rate of turnover and profit margin. Each group calls for a different pattern of marketing strategy. Defined here are the MAUVE DECADE VS ATOMIC AGE: (Below) In the days of high button shoes and mustache cups, grocery stores had sawdust on the floor and nobody had ever heard the expression "impulse buying." (Left) Today the grocery manufacturer's sales and promotion program must be tuned to the self-service & open display pattern of the typical modern super market.



Photos courtesy Progressive Grocer, Grocer Graphic

Four Practical Approaches To Packaged Food Merchandising

Part I of a two-part article*

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ISBURY

BY FRANK L. McKIBBIN, JR. . Account Executive, Honig-Cooper Co., Advertising

Should the same technique of promotion and merchandising be used for soap and cereals as for spice and soup?

Or is there a difference in the type of merchandising applicable to various types of products sold in grocery stores? Sales-wise there is a wide gulf between an item such as coffee which is purchased once a week and a product such as cumin purchased once a year.

Consequently there must be differences in merchandising techniques between various groups of food products. These differences are relative but nevertheless very real and important to selling the product. For

instance, it is evident that to advertise cumin widely and intensively would at best get 100% of the people who buy cumin to buy your brand. But probably less than 1% of the American people buy cumin. Even if every household could be induced to purchase a can, they would likely buy no more than one two-ounce can a year. Thus, if the golden summit of 100% distribution were achieved, still the total volume would be disappointingly small.

Compare this with coffee—an item purchased once every week or 10 days. Here intensive, expensive selling and advertising are a good investment because there is large potential volume which in turn creates rapid turnover of product. Consequently a dollar invested in coffee is turned over at a profit much faster than a dollar in spice.

Since such economic facts are well

known, we have stronger competition in the coffee business than in spice.

In order to understand food distribution and merchandising today, we must first get clearly in mind the setting in which packaged grocery products are now sold. This setting of the modern super store and chain grocery store is doing more and more of the total business.

A brief review of grocery history can be given in few sentences. In the late Nineteenth Century grocers sold a limited line of foods, few were packaged, average gross profit margins ran from 30% to 40%. By 1900 a number of packaged items had come into the stores, but help was still cheap, operations still inefficient, margins had dropped to between 25% and 30%. In 1925 a large number of packaged items were on the shelves, there was a limited amount of perishable products, most service was by

^{*}Part II of this article will appear in the next issue. In it Mr. McKibbin will discuss techniques applicable to Groups II, III and IV. Reprints will be available March 5 at 10 cents each.

GEMEN FEBRUARY 1, 1948

clerks, operations were still relatively inefficient, but competition had forced margins down to 20 to 25%.

Today's super market is merely one more step in food retailing history. Margins are 15% to 20%, operations streamlined and efficient, perishables are an important portion of the business, packaged products are in the forefront, refrigeration is extensive. But probably the one greatest step is self-service, a feature lacking in stores 15 years ago. Selfservice has reduced operating costs, made possible lower margins and lead to the large super market with big floor space, mass displays, etc. In this type of market, volume and turnover are keys to efficiency, low prices and continued business health.

Case History

Here is the actual experience of a large Red and White store as quoted from the *Progressive Grocer*. It points up the fact that today's grocers are wise to the importance of volume and turnover in place of their former pre-occupation with gross profits. It illustrates to manufacturer and retailer alike the questionableness of blind adherence to "time-honored" profit margins.

This Red and White store is in Portland, Maine. They paid 54c wholesale for bacon one week and sold it for 65c, a profit of 11c a pound. The following week the same bacon was sold for 59c a pound, profit 5c a pound. The results:

•	Desc De	" pour	A 116	icourts.	
	I	Pounds Sold	Profit per Lb.	Total Profit	
	Sales				
	first week: Sales	300	11c	\$33.00	
	second week:	1.100	5c	\$55.00	

Thus a 54½% decrease in price resulted in an actual sales volume increase of 266% and a profit in-

crease of 662/3%.

The manufacturer who knows such facts about his own product can intelligently help grocers price his product to get the most in sales for both parties. He will be keying his thinking to current grocer interest in turnover. Speaking about turnover at the National Association of Retail Grocers of the United States convention in San Francisco last summer, grocer Herbert Sack said: "It is very enlightening to see how seldom we get stuck with nationally branded or well known brands in comparison to off brands that all of us have purchased during the past few years. In fact, some crackers move so fast that they do not require any system of stock control (to check turnover).'

It is also true that the manufacturer who helps grocers increase sales of his product, without requiring proportionately more effort from the store, will be welcomed by the grocers and will reap the reward of greater product sales, because he will be tying in his activities with present-day grocer need for volume sales.

According to late surveys, aggressive super market operators are working on gross profit margins between 15% and 18%. If they do sufficient volume today they not only can stay in business, but they can make as good or better profit than they previ-

ously netted at 20%.

Thus, our setting is one of volume, fast turnover, self-service, cash and carry sparked by public demand and lower prices. The retail food business today is operated by intelligent men rapidly evolving one of our most efficient methods of retail selling. I can think of no other branch of retail selling that equals the food business in efficiency, low profit margins and volume

These recent figures were presented to the American Marketing Association to point up the low distribution cost of grocers compared with other types of retail distributors.

"Under traditional markups, various types of retailers would have to sell a pair of nylon stockings at the following prices. These are all based on a wholesale price of 50c a pair:

A	florist would sell at	\$1.23
A	bakery shop	1.12
	furniture store	.89
A	department store	.79
A	drug store	.73
A	grocery store	.62

(And if the grocery store applied the markup common for butter, the nylons would often retail for 55c.)"

Where does the manufacturer of packaged food items find himself in this picture in which many super market chains do a much greater dollar volume in one city than the food manufacturer himself amasses over the entire United States?

Take a look at the following categories to get your focus. If you're interested in a certain product, find what category includes it. After thus arbitrarily classifying many grocery store products, we will compare variations in merchandising tech-

niques for each class.

These groupings are necessarily based, for the most part, on the retailer's margin of profit, since exact figures on turnover are not available and vary from store to store due to differing store policies. Some carry large warehouse stocks, others buy more frequently. The figures used here are based on a recent survey by

the *Progressive Grocer*. Generally speaking, profit margins are often a rough indicator of turnover, A rapid turnover item is seldom sold at a high markup and a slow mover seldom at a low markup. This is not, however, a hard and fast rule, as you will note among the exceptions in Group IV.

The margins shown are those used by competitive stores to average 18% gross margin on groceries. These are margins on widely known brands, not sectional or controlled brands.

The word "groceries" is used here as it applies to packaged, dry and relatively non-perishable foods as well as to some non-food items. The term excludes: fresh meat, fresh produce, fresh baked goods, hard liquors, wines, etc.

Group I Fast Turnover, Low Profit

Profit margin 15% and under. Turnover once a day to once every week or 10 days, depending on inventory carried and store buying policies. This group, with the exception of milk, makes up approximately 32% of grocery sales.

Average Item Gross Profit Margin

Butter	
Cigarettes	
Coffee	9% or less
Shortening,	
hydrogenated	
Sugar	
Canned milk	
Cereals	
Eggs	
Flour	
Instant coffee	
Lard	
Margarine	10% to 15%
Milk, fresh	
Scap flakes	
Soap powder	
Soup	
Toilet soap	

Group II—Moderate Turnover, Moderate Profit

Profit margins 16% to 22% inclusive. Turnover runs anywhere from every two weeks to two months and even more, depending on retailers inventory policies. This group makes up approximately 41% of grocery sales.

Average Item Gross Profit Margin

Baby cereals
Baby foods
Bread
Canned meat
Cleansers
Cocoa
Cooking, salad oil 16% to 19%
Dog foods
Flour mixes
Mayonnaise
Ready to eat foods
Salad dressing
Syrup
Toilet paper

Baking powder Bottle beverages Canned fish
Canned fruits and vegetables Canned juices Canning needs Catsup Cheese package and jar Chili sauce Corn meal 20% to 22% Crackers Dehydrated soups Dried fruits Frozen foods Honey Macaroni Malted milk Molasses Noodles Puddings, dessert Salt Spaghetti, dry Tea, package and bags Toasts, crumbs Vinegar

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Group III—Slow Turnover, High Profit

Profit margins of 23% and over. Turnover approximately once every two months to once every six months or more. This group makes up 27% of grocery sales.

Average Item Gross Profit Margin

Barley Bouillon cubes Candy Dried beans, peas, rice Nuts in shell Olives Paper napkins Fruit syrups 23% to 25% Gum Jams, jelly, preserves Mince meat Paper towels Peanut butter Pickles, relish Soda Brooms

Food coloring
Matches
Mops
Mustard 26% to 28%
Nuts, shelled
Pectin
Pie fillings
Potato chips
Sanitary napkins
Waxed paper
Waxes and polishes
Candles

Drug sundries Dry cleaners Facial tissue Fruit peels 29% and over Gloves Household oil Insecticide Light bulbs Motor oil Paper napkins Picnic supplies Razor blades School supplies Shoe polishes Spices Toethpicks



LOW PROFIT, HIGH TURNOVER: (Illus, I.) In this typical shelving setup, a Progressive Grocer test demonstrated top location to be best. In one week, Beech-Nut (top shelf, 34c) sold 44 packages against 24 for Maxwell House (second shelf, 33c). Reversal of stock positions changed sales to 80% for Maxwell House, 20% for Beech-Nut. See article (page 40) for further details.

Group IV—Exceptions

Items that turn over once every day to once a week yet generally carry margins over 15%. Some of these are listed in the first three groups but are repeated here as exceptions that deserve special spotlighting. The items below are intended to be indicative only. The list is not an exhaustive one.

Approximate Average Item Gross Profit Margin

Fresh produce	20% and up
Fresh bakery goods	40% and up
Beverages	20% and up
Fresh meat	15% and up
Some dried beans	20% and up
Candy	23% and up
Gum	23% and up

This completes the groupings. In the discussion that follows I have retained headings separating the four major groups. However, rather than repeat merchandising techniques that are usable in two or more groups, the remainder of the article is actually a general discussion of techniques applicable to all four classes. The points considered under each heading are especially important to the class under which they are discussed. Generally, they are applicable to other classes to a lesser degree.

Group I—Low Profit, High Turnover

Into this category go coffee, soap, cereals, crackers, items bought daily or at weekly intervals. They are most familiar to the housewife. She is especially conscious of comparative prices on them, comparative weights and comparative quality. If one grocer offers a low price on such items as these, the housewife is immediately aware of it, is most likely nudged by that fact to go to the store doing the advertising to take advantage of the saving they offer her.

In fact, the Commercial Bulletin, a southern California grocer business paper, reports that a recent survey in that area shows housewives watch 10 basic foods for price comparisons when shopping for their grocery needs. These foods are: bread, butter, cereals, coffee, eggs, flour, margarine, shortening, soap and sugar. Every one falls in Group I.

To the grocer, this class of foods is especially familiar. He is well aware of the pulling power of good prices and nationally advertised brand names on such items. In fact, it is in this group that you will find many labels by chains such as A & P's 8 O'clock Coffee, Safeway's Edward's Coffee, etc.—brand names that are backed by as much advertising as independent products.

FEBRUARY I, 1948

Such products are leader items that grocers push in their advertising—items that they may even sell at a loss in order to attract shoppers into the store. However, few grocers can afford to lose money on them consistently. Generally, day in and day out, such products are sold on a narrow profit margin. The food merchant realizes that his net profit at the end of the year is turnover times margin. If he can achieve sufficient turnover on his volume of sales on such a product, he will make a very satisfactory net profit at the year's end.

He knows these are demand items that housewives seek. He often deliberately places such products at the rear of the store. Thus, he attracts customers down the long aisle of other merchandise when they head for the milk boxes in the rear.

He knows that mass displays, prices, premiums or any special "in the store push" are most effective in stimulating sales of such products. In short, he knows they are sensitive to promotion. He will often willingly cooperate with the manufacturer on a promotional deal. Even if he doesn't like the product or promotion he still must recognize coupons, etc.

For most grocers the items listed here for this group, with milk excepted, account for 32% of his grocery business. Naturally he will be open to intelligent suggestions from manufacturers that will help increase this important 1/3 of his grocery business.

The manufacturer must take into consideration the place that such products occupy in the minds of the consumer and the grocer. Inasmuch as consumers are very conscious of the prices on such items, the manufacturer must be sure his prices are in line with competition. Equally important, he must continually "police" retailers to be sure that they price his products properly at retail. If he sells for less than competition, he must be sure such a differential is reflected in retail prices to consumers.

He must be especially sure that he compares favorably with competition on every point of quality, packaging, net weight, appearance of product, etc.

Since such products are consumed in huge quantities, more selling, advertising and merchandising pressure must be maintained to promote them than on seldom purchased items.

However, advertising pressure and brand name prestige are not alone sufficient. Such factors as shelf position materially affect sales. In an actual series of tests on the importance of shelf position, the *Progressive Grocer* proved conclusively that poor shelf position causes immediate and marked sales declines.

Here is the report of one of the *Progressive Grocer's* studies on coffee. As shown in illustration number one, "the shelving arrangement for this test is typical of many medium size self-service or semi-self-service markets. Location on the top is clearly preferential, for it is slightly more than waist-high for the average woman. Next shelf down is fair, the bottom shelf, below knee level, a long stoop and out of eye range.

"This test involved Beech-Nut Coffee on the top shelf and Maxwell House Coffee on the bottom shelf for one week, and another count made the following week with the positions exactly reversed. Prices: Beech-Nut 34c, Maxwell House 33c. Every package was marked. No change in prices was made during the two weeks on the two coffees

"When Beech-Nut was in preferred position on the top shelf the results were:

First week sales of Beech-Nut.... 44 packages, or 65% of the total sales of both items

"When Maxwell House was in preferred position on the top shelf, the results changed radically.

Second week sales of Maxwell House 33 packages, or 80% of the total sales of both items

"Bad weather conditions accounted for a decrease in total coffee sales the second week."

On a percentage basis, however, there was a 45% gain in business when either brand of coffee got the best spot.

CAMPAIGNS AND MARKETING

Quality Trade

Wamsutta Mills has disclosed through its advertising agency, Alley & Richards, Inc., Boston, that its 1948 promotion campaign is beamed to reach a quality market—computed from Federal Reserve figures to be more than twice as large as in 1941. Exceeding all past promotion efforts by the company, 35,000,000 full-color messages, 10,000,000 more than in 1946, will carry the Wamsutta story to this tremendously increased upper-income market.

An innovation in Wamsutta's 1948 campaign—the use of six four-color insertions in the Ladies' Home Journal—"will tap a forward-looking group that includes not only the bigspending reader-families who have long been Wamsutta's logical market, but the younger families on their way up who will soon be added to Wamsutta's market."

To concentrate extra emphasis on the upper-income group, the 1948 campaign will use six four-color insertions each in House Beautiful, House & Garden and The New Yorker, plus 10 black and white insertions in the Christian Science Monitor. And pin-pointing the lu-

crative, ever-expanding bridal market in which Wamsutta has always been vitally interested, will be 10 fourcolor insertions in *The Bride's Mag*azine, *The Bride's Reference Book* and *Guide for the Bride*.

Expanding Campaign

Expanding its national magazine program into 16 Metro Gravure and locally edited Roto newspapers, Sayman Products Co., St. Louis, is stepping up the promotion of its Vegetable Wonder Soap.

The 60-year old bar soap was in short supply during the war years, due to the scarcity of imported vegetable oils. L. B. Sayman, president of the company, has announced that adequate stocks are now again in wholesalers' hands and sharply increased advertising is in the offing.

Keynoting the 1948 campaign is the "lathers at a touch" theme. The advertisements are being slanted for the housewife faced with hard water problems. She, the Sayman company feels, is more lather-conscious than ever, due to the flooding of the household market with dozens of sudsmaking detergents.

The national magazine program during 1948 will include Good Housekeeping, Household, Today's Woman, Holland's, Capper's Farmer, and Progressive Farmer. Krupnick & Associates, St. Louis, is the agency.

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NEW PATTERN promoted by new campaign, featuring Jane Wyman, Warner Bros. star, will break in June. Oneida, Ltd., will use 16 magazines with fullpage, full-color. Audience: 53,000,000.

"Growers' Choice" Label

A new brand label will appear in the frozen food field this season—"Growers' Choice"—brand name for a complete line of frozen berries, fruits and vegetables packed by a group of frozen food packers, headed by Farmers' Cooperative Union, Puyallup, Wash. Sales of the new brand will be handled exclusively by Marketing Service, Inc., newly formed marketing and merchandising organization, owned and operated by its members and headed by Harry M. Daum as president and general manager.

Mr. Daum is well known in the frozen food field, having been vice-president in charge of frozen foods for the Bridgford Co. for five years prior to March, 1947. Before that he managed western sales for the Loyal Packing Co.

The marketing program for "Growers' Choice" follows the pattern established by several national marketing organizations—consolidating distribution, establishing one strong brand name and offering a complete line under that name. Mr. Daum has announced that an aggressive sales and merchandising program is already under way and that the organization work among packers is swelling membership in the new marketing group.

Now in production, the new label is in full color with the contents illustrated in a circular panel for "eyebuy" appeal, the brand name boldly paneled for easy identification. The line will be packaged in Can-Tainers, the new consumer size, metal-ended fiber containers manufactured by Can-Tainer Corn. Seattle Wash

Can-Tainer Corp., Seattle, Wash.

A trade character, "Si," has been developed to act as spokesman for the new brand to both trade and public. He appears on the package and will be quoted regularly with the by-line, "Si sez," in Growers' Choice advertising.

"Alaga" in Comics

The Alabama-Georgia Syrup Co., Montgomery, Ala., is launching its 1948 advertising campaign for Alaga syrup with comic section color insertions in leading southern newspapers. The Alaga copy will tie-in with the food industry's nation-wide advertising slogan, "Eat a Better Breakfast."

In addition to the comic section advertisements, a black and white newspaper campaign will cover a larger area in the South, including the territory reached by the color campaign.

A coupon in the color inserts offers a cook booklet of old fashioned southern recipes in which Alaga syrup is an ingredient.

Alaga will be merchandised to the trade, through full-color broadsides, with offers to stores of full-color stack price signs and banners, emphasizing the "Eat a Better Breakfast" slogan.

Store management will be urged to go after its share of the increase possible in the neglected multimillion-dollar "breakfast" market.

Grocers By-Passed

An experiment aimed at compensating for the growing difficulty in obtaining grocery use of manufacturers' displays has been started by Corn Products Refining Co.

Coincident with launching of the company's new Linit Starch campaign, themed "Pre-Viewing the Styles with Linit," easel displays mounting the advertisement in full color will be circulated through dress shops the country over. Dress manufacturers are cooperating. Should the experiment work out as expected, additional promotional material for the same outlets is contemplated.

The campaign on which the promotion is based appears, chiefly full color, in a staggered schedule embracing 24 leading magazines aimed at high-intensity coverage of both urban and rural national markets.

Each advertisement features a forthcoming style in cotton by a leading designer. Starred in the leadoff advertisements are Dorothy Cox, Joset Walker, Claire McCardell, Miss L. Brogan and Ceil Chapman.

Average monthly circulation totals about 30,000,000 or seven advertisements for each 10 women 15 years or older. Copy is aimed at increasing the use of starch for such household items as bed and table linens as well as for articles of fashion. C. L. Miller Co. is the advertising agency handling the campaign.



AT SALES MEET: During the annual sales meeting of Wyler Watch Agency, Inc., held recently in New York City, Alfred and Paul Wyler, president and vice-president respectively of the company, flank Walter Weir, president of Walter Weir, Inc. With Wyler sales representatives from 48 States and agency executives, they planned the company's 1948 advertising and merchandising strategy.

They're in the News

By Harry Woodward, Jr.



15 MAGAZINES IN ONE . . . that's Kaleidoscope which will break into the fashion publication field as a business magazine late next Summer. Its publisher, Arthur W. Collins, for years identified in key posts with the advertising departments of important New York City newspapers. Collins sees in Kaleidoscope a new departure in the fashion magazine field. It will combine a specialized with a general magazine, will have 15 separate magazines, (millinery, shoes, etc.) each with its own advertising, its own cover. There'll be a minimum of 300 pages; the subscription rate—\$24 a year! Collins says happily that the book will be the world's most expensive advertising medium by cost per thousand readers. Paradoxically, he adds, it will be the least expensive medium for advertisers, going, as it will, to key people in the fashion industry. Furthermore the customers are standing in line for subscriptions and space. This in spite of the fact that they haven't seen an issue, won't for six months more.

SELL THE FUN . . . not the piano, is the advertising byword of William G. Heller, affable, quiet prexy of Winter & Co. Winter manufactures the Musette Piano (small in scale, large in tone) with apartment dwellers in mind. It takes a minimum of room, has a unique feature-Practiano-an extra pedal which may be used to reduce tonal volume 50 percent. Neighbors of practicing geniuses can thank Heller. Housewives, who like to shift the furniture, can thank him, too. Intrigued with aluminum-Winter did special War work using the element-Heller perfected a piano plate, on which the strings are hung, which weighs 80 pounds less than the cast iron plate on other pianos. Mr. H. has been confounded by the fact that with a made-to-order medium for radio advertising, no piano manufacturer has had a program of piano music. So he's trying out the idea on the New York market, using his own Musette for a quarter-hour spot. It's drawing orders faster than Winter can possibly fill them. And Will Heller says he'll lick that.



SALES MANAGEMENT



THE ONLY TIME . . . Alfred B. Stanford is "at sea" is when he's yachting, for which he has a penchant. On land he keeps his sea legs firmly planted. At the moment he has his hand on the wheel of the Bureau of Advertising of the A.N.P.A., which, under his direction (beginning in 1946) has been rebuilt into an aggressive service organization. Credit him, as much as any other leader, with spearheading the present community focus of business thinking. Recently Al got his reward—the Bureau elected him to head all of its operations. It was the Stanford whose thesis, "All business is local," persuaded many business leaders to advertise from the community approach . . . A hearty extravert, A.B.S. has twice been Commodore of the Cruising Club of America, is author of four historical novels, a book of essays on seamanship. As a deputy task force commander during World War II he took part in the Normandy invasion. He's Navy to the core.

ADD A LITTLE MAGIC . . . a modicum of creative genius, stir in showmanship and season with superb quality and Voila!—you've got Bronzini, Ltd. In terms of people Bronzini consists of this foursome (l. to r.): Donald Blackwell, its president, who adds the merchandising know-how; Nathaniel Hooper, the treasurer, and Mary and Brooke Cadwallader. The Cadwalladers are the twosome who took scarves off the hall rack and made them a touted fashion accessory of the day. A mere year ago the foursome reasoned that since women are responsible for 80 percent of the purchases of men's accessories, a line of really outstanding men's scarves, robes and ties would outsell the field. And has it? Well, today Bronzini is marketing its top-flight merchandise through 38 leading stores, including Nieman-Marcus, B. Altman, Bullock's. And no man, gifted from Bronzini, will have to fight back nausea to wear his present. It's he-man stuff—with a smart difference.



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8 Men Pool Commissions, Work Territory As a Team, in Plomb Test

As Told to James H. Collins by ROBERT W. KERR Executive Vice-President, Plomb Tool Co.

Confronted with a knotty problem of adjacent territories in which wholesalers' sales overlapped in every direction, Plomb Tool Co. merges all into one unit in which eight men all sell the full line. It's working, and it has brought about a healthy new sales approach.

The problem of overlapping wholesale territories which had begun to bother us before 1942 was greatly intensified by war-time developments. In fact, after V-J Day, it had become acute.

In attempting to solve it, we tested out a new idea: That of combining a number of sales territories into one consolidated market area, with all salesmen selling the full line and those same men pooling all commissions. It has produced some unexpectedly rich dividends.

Primarily the Plomb Tool Co., Los Angeles, manufactures hand service tools, which are distributed through several distinct classes of

wholesalers.

Our eight field salesmen in "home" territory (California, Arizona, New Mexico, Nevada) were specialists in these different jobbing fields. One man had the auto parts trade, another general hardware, a third industrial distribution. Each man formerly worked as an individual, and each was paid on commission. Our greatest market is in this territory, the market developed from the beginnings of our business.

These states make up a territory of long distances. They contain a diversity of industry. Tool-wise, they buy equipment for automotive maintenance, oil drilling and refining, agriculture, mining, manufacturing, appliance upkeep and many other different purposes. Our sales to the home, through retail hardware stores supplied by their jobbers, have grown

faster in this area.

There were wholesale fields shading off into each other. Wholesalers in territory with large local industries, such as mining, would do a general hardware business, and have

volume customers among mining companies. One of the conditions that we expected, with the return to normal production, was competition among wholesalers where their fields overlapped.

Our field men frequently traveled far to sell a good customer only to learn, sometimes, that the customer had placed a fine order with another Plomb field man specializing in a different sector of the trade. There was also unhealthy competition which pitted one wholesaler against another.

That meant a lost commission for somebody, and a damper on selling. It was undoubtedly an aggravated postwar condition—and something had to be done about it.

nad to be done about it.

Our solution, after studying the situation, and consulting with each field man individually for his ideas as to what ought to be done, resulted in a reorganization of this territory.

We organized the territory into a unified sales area, under a regional sales manager, who supervises it as a whole. The field men were formed into a group to work under him, and their commissions were pooled, so that where the individual field man had earned in accordance with his individual sales, now he prospered as the group prospered. The group of course, prospered with the territory.

All the "specialists" were eliminated. The two men who had formerly sold, respectively, the mill supply and the industrial jobbers in given territory, were retrained to sell our entire line to all customers in a

given area.

"Glass pockets" are part of our plan, for each field man makes his usual reports. At the end of the month, he turns in his expense account with customary items, six cents a mile for auto costs, hotel bills, outside meals, entertainment and other expenses.

One month a salesman may have high mileage or entertainment expenses, the next month expenses will be lower. Some territories naturally run into mileage while other areas call for more entertainment. Ups and downs of individual salesmen from month-to-month balance out through pooled expenses and pooled commissions.

Salesmen are treated as employes so the company takes out the withholding tax. After deductions are made, the commission pool is divided.

This arrangement has not led to any complications because each member of the group is in effect a partner in a going business which is thriving. The salesman covering a difficult territory feels he has an even break with the salesmen in an easier area. Group selling in the territory has greatly increased our volume, because a different emphasis is put upon selling. Service to the wholesaler is the keystone of the plan.

"Hand service tools" are the ones used by mechanics who service your car, radio or factory equipment.

The distribution of tools like those used in garages was first undertaken in our own case by "wagon men," who carried the tools to the garages. As that line grew, many of these wagon dealers became jobbers. Tools for radio, home appliances, aircraft and other purposes developed in the same way, and because there are always new tools needed, with advances in design of these products, the wholesaler needs a great deal of service in his stock room. He has other lines to sell. He prospers according to the way his stock is replenished, and receives additions of new tools which he may not have heard much about as yet, but which his customers will be calling for tomorrow.

With territory organized as a separate sales area, and worked by a group, under its own sales manager, the field man is able to concentrate on service, and make it pay his customers in increased volume—and in the growth of his own field of dis-

tribution, rather than by overlapping into other fields.

Service for our tools means much more than checking over the jobber's stock and replenishing the items that are "down."

The field man has to be toolminded, and watch tool developments in many different trades and industries, know what kinds of business are growing in his territory, and what new tools are being designed for innumerable purposes.

His area may have had a war expansion in manufacturing, and be holding onto some factories that need particular kinds of tools. It may be expanding in mining, or agriculture. There will certainly be great expansion in car and truck ownership, and people who attend to maintenance, and need special tools.

Service to the distributors means keeping informed on all these activities and being able to point to opportunities that they might not see as clearly as a tool-minded field man.

This calls for a high-caliber salesman with either engineering education or the technical viewpoint that enables him to become tool-minded.

We have found that some salesmen, able to produce as individuals, would not be happy working in such a group, because the potentials are stepped up for each member, the pace is fast, and the stress is on yearly earnings rather than the month-tomonth commissions by which many sales people gauge their prosperity.

As each man must keep well informed on tool developments in his territory, so the group as a whole must be kept up to date in the four-state region as a whole.

For this purpose, there are frequent sales meetings. All field men gather in Los Angeles, or San Francisco, or maybe another center, for conferences lasting two or three days, under the regional sales manager, who incidentally must be a strong leader if the plan is to work successfully.

If any member of the group has an individual problem, it is brought up at these meetings, and if a company decision is required, the problem will be passed on up the line.

Actually, there have been few such problems, because the group setup, pooling of commissions, and the caliber of the group members, have eliminated most of the discrepancies which could cause complications.

These are tool-minded meetings. Members renew their contacts with other partners on the team, enjoy a little relaxation and entertainment, but mainly discuss the industrial and other expansion that has been going

on in the West since the early "national defense" period, and the repercussions upon our own business.

Almost any kind of growth in this age means that more Plomb tools will be needed. Where is the growth taking place, in what industries, and who are the supplying jobbers? We seek answers to these questions.

Due to the fact that our company has been a pioneer in hand service tools for nearly 40 years, and particularly in the tools needed by the West, we have products that stand high with the tool-users in every field.

National advertising keeps Plomb's name before tool-users, in technical publications and the general press. Our advertising agency is Willard G. Gregory & Co., Los Angeles.

Servicing of wholesale stocks by tool-minded field men enables different branches of distribution to profit by maximum sales created by growth.

Moreover, tool-minded field men have been instrumental in discovering needs for new tools, and enabling our research and design experts to meet tool requirements as they develop.

The overlapping wholesale distribution which led to this group plan in our own business is a national condition in tools, and we believe it will be an increasing problem in other industries and trades.

For the trend today is toward more and more diversification in retailing, the food store carrying many nonfood items, and other retailers carrying food and unrelated merchandise. The "one-stop" principle is popular with consumers, and the retailer is simply giving his customers what they want at his place.

Naturally, this diversification backs up into wholesaling, where jobbers are finding new outlets, and being called upon for merchandise by retailers who have never handled their lines.

Increasingly, the selling function will have to be adjusted.

The group plan which we have adapted works very well for us. Something of the kind might be suitable in other kinds of selling.



P's and Q's for Driver-Salesmen

This poster, "10 Commandments for a Successful Driver-Salesman," was developed by L. C. Crook, sales manager, Vess Beverage Co., St. Louis, for a Vess dealer sales meeting. The poster has proved to be so popular that Vess has distributed free copies to franchised dealers, independents and to dealers in other fields.

Industrial Taps New Markets Via Mailings

Selling a custom fabrication service, Kramer & Kramer find the pay-off question is: "What can we make for you?"

Would a direct mail campaign locate new customers for a machine parts manufacturer, who has no salesmen, makes nothing except on order, and obtains all its orders by bidding on innumerable jobs?

Kramer & Kramer, a custom fabricator in Los Angeles, decided to find out. The company began mail promotion in its home territory—the Pacific Coast states. The idea clicked. Now, the company is applying the direct mail sales technique to secure contacts in the East.

Who are Kramer & Kramer's prospects? They're firms looking for bids on a new lot of parts which they use regularly. More often, however, they are concerns with new products on the drawing boards. They're not quite certain that their proposed parts can be machined. Knowing this, Kramer & Kramer aims its short copy at the heart of prospect's problems.

Kramer & Kramer uses direct mail to smooth out its own production curve. As a custom manufacturer, the company has its factory busy on long and short runs of a whole host of items, some repeaters, others not. Kramer wants to keep its machines loaded—when one job comes off the screw cutters, turret lathes or grinders, the company needs another to go on.

Customers have their production schedules, too. This makes them susceptible to Kramer & Kramer's direct mail solicitation of "What can we make for you?"

Kramer & Kramer's mailing pieces are written by E. A. Kramer, an engineer with a flair for promotional ideas. Although mailing postcards are planned in the Kramer offices, they have a professional appearance.

Some of the mailings are the familiar double postcard issued under Section 510, Postal Laws & Regulations. On one side, copy—purposely short—outlines what Kramer & Kramer's factory can do. Then Kramer & Kramer frame that familiar question, "What can we make for you?"

In a half-dozen Western states, one of the mailings went to 5,000 manufacturers, engineers and purchasing agents. A new mailing piece is used for each list.

Names of machine parts users were obtained from numerous sources: "Yellow Pages" from the Telephone Directory, Thomas' Register, business directories of Chambers of Commerce, and lists of past customers.

No list has been used more than twice, most being used just once. A careful check is maintained on replies so "deadwood" can be eliminated.

The initial response to mailings was greater than



POSTAL PULLERS: The familiar double post card bears the brunt of Kramer & Kramer's nation-wide direct mail promotion for its machine parts manufacturing service. Some cards come back months later—when the customer has a problem.

anticipated. Most people asked for technical information on parts before inviting Kramer & Kramer to submit bids.

When returns from direct mail solicitations in the West Coast states led to plans for a national direct mail campaign, Kramer & Kramer put together a catalogue. It consists of only four letter-size pages, in black and yellow colors, showing custom parts Kramer & Kramer has made for various concerns.

National mailings, like regional mailings, are being keyed. There is a new mailing piece for each list. The national list totals about 10,000 names.

While the mailings have produced immediate inquiries, and invitations to submit bids, Mr. Kramer believes that replies are no exact measure of direct mail's effectiveness—for his business. As nearly as possible, mailings are limited to technical men concerned with the design, engineering and purchase of machine parts. These men are alert to learn who makes parts. Such knowledge now may help them to solve a future problem. This is why Mr. Kramer believes that his company's mailing pieces often are filed. Sometimes they are returned to Kramer & Kramer months later—when the prospect has a pressing production problem to solve.



\$1,700,000,000 from investors for new telephone facilities in the last two years

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THERE are one hundred and seventy bags in this picture. Suppose each bag contained ten million dollars.

That would make \$1,700,000,000 - the amount that investors have furnished for the expansion and improvement of your telephone service in the last two years. Further substantial amounts are being invested this year.

Investors put their money in the telephone business in the hope of security and a reasonable return. Every telephone user shares the benefits in more and better telephone service.

In the Bell System, the term investors means hundreds of thousands of small investors in every walk of life and in every section of the country—men and women just like yourself. The telephone business has been built by the savings of the many rather than the wealth of the few.

The large sums that have been put into new facilities in the last two years alone give you some idea of the cost of providing and improving telephone service. The instrument in your home and the few wires you see are only a small part of the \$257 investment behind every telephone.

BELL TELEPHONE SYSTEM





BY D. G. BAIRD

Packard Training Course Revives Ancient Art - Of Salesmanship

To restore a keen cutting edge to sales techniques, and to channel information about 1948 models. Packard develops a films-and-manuals packaged training program for use by retail auto dealers and their rusty salesmen.

One of the first of the automobile manufacturers to release a comprehensive retail sales training program since the war, Packard Motor Car Co. is delivering to its dealers a complete kit of sales training and re-training tools that is as new and different as is the line of completely new Packard models, according to Karl M. Greiner, general sales man-

"In common with other automobile manufacturers, we have delayed introduction of a post-war sales training program because we have felt that there was no need for one so long as we continue in a booming sellers' market," Mr. Greiner ex-plains. "We are still in a sellers' market and prospects are that we shall remain in it for a long while. Nevertheless, we realize that the

character of the market may change rather suddenly and that we should be prepared for any eventuality. Then, too, we realize that all of us have acquired some undesirable habits, market-wise, and we believe it is high time to begin to rid ourselves of such habits.

"In preparing the program, we had in mind the fact that automobile dealers employ comparatively few salesmen at present. They don't need many now. However, they will be augmenting their staffs each month from now on and they will needs sales training material. We are also aware that they may wish to train only one salesman at a time or several at a time therefore we prepared a course which is adaptable to groups of any size."

The Packard sales training course

is appropriately referred to as a "packaged" one because all the material is fitted compactly into a portable case-all, except an Illustravox slide film projector and Da-Lite screen which may be carried in the other

Included are 10 sound slide films and records produced by Wilding Picture Productions, Inc., Detroit, 1 Packard facts book, a book of "Selling Fundamentals," and a dealer's guide All are new and different in many respects from anything of the kind heretofore employed in the automobile industry.

Of the 10 sound slide films, five are devoted to the product and five to training salesmen in selling fundamentals. All are prepared so that they can be recommended for preentation to prospects, as well as for training the dealer's entire organiza-

The product films are devoted to appearance features, chassis features body features, engine features, and basic engineering features.

This could be dull stuff, but it isn't. It is so interesting and in structive, in fact, that the Packard



The South's No. 1 Magazine

When you select The Progressive Farmer to carry your advertising message to more than a million prosperous Southern farm families, here are a few of the many convincing reasons why you can be sure you are using the South's No. 1 Magazine:

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A Crossley personal-interview survey of the 14 Southern states shows that The Progressive Farmer leads the next magazine by 47% in number of regular-reader farm families and by 99% in number of regular-reader farm families who name it their favorite magazine.

► In a survey by another inde-FEBRUARY 1, 1948 pendent research agency, thousands of Southern retailers and wholesalers were asked to choose the farm magazine with greatest advertising influence in their trade territories. The Progressive Farmer was awarded almost as many first choices as the next five magazines combined . . . and more than twice as many as the second magazine.

▶ Leading advertisers recognize the outstanding leadership of The Progressive Farmer in the rural South. In 1947, almost twice as much money was invested in advertising in The Progressive Farmer as was invested in advertising in any other Southern farm magazine.



Advertising Offices: BIRMINGHAM, RALEIGH MEMPHIS, DALLAS, NEW YORK, CHICAGO Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles Engineering Department is presenting it to the entire staff in a series of 10 weekly meetings. It is interesting because the information is cleverly dramatized; it is instructive because it presents and emphasizes notable features of the product.

The five films on selling fundamentals are radically different. In contrast with the usual series of right and wrong ways to proceed in selling cars, this series introduces a young Packard salesman in the present sellers' market and follows his career through into the buyers' market to come. It dramatizes experiences of a live character in every phase of the usual activities of an automobile salesman and even goes into his home life and that of his customers and prospects. In other words, it is sales training in the form which is most interesting and most easily retained.

'We couldn't say anything new about selling fundamentals, so we undertook to present the old, basic ones entertainingly," Earl L. Coppock, sales promotion manager, ex-

"Another major innovation, in our field at least, is in the slant of the entire cours?. Instead of magnifying

the factory as the source of all wisdom, we subordinate it and present the dealer as the one who knows all the answers.

"The selling fundamentals films were planned not just for this year, but for several years to come. As Packard dealers build their sales forces, they will find these films not dated in any way, in any year, because they are basic. The product films will of course have to be changed as often as models are changed, but the basic principles of selling remain much the same."

Subjects of the films on selling fundamentals are: the salesman's responsibilities and his opportunities: finding prospects and managing his time; selling process; showroom presentation and road demonstration: handling the appraisal; follow-up after delivery has been made.

While the principles are dramatized, they are none the less factual, and they do not avoid any realities. For example, the one on handling the appraisal might well be titled, "Whattcha Gonna Gimme," because it presents a tough customer who is determined to get more for his tradein than it is worth.

Readability Stressed

The book titled "Selling Fundamentals" is also entertaining and factual. It is not merely the copy used for the sound slide films; it is a sales manual which digs down deep into the knotty problems which daily confront every salesman. At the same time, it is interesting because of the way it is dressed up and because of the breezy tone adopted Printed on 100-pound, antique-finish pamphlet stock, the type is set in one column which fills little more than half the width of the page. The other part of each page is occupied by a cartoon-type wash crayon drawing, in two colors, to illustrate the text.

Incidentally, all labels on the selling fundamentals slide film containers and on the records, and the cover of the sales manual, are blue, while those on the product are green.

There is a set of quiz sheets in the back of the book with questions in the "true or false" or "alternate

choice" forms.

The "1948 Packard Facts" book is also an entirely new production and differs in many respects from the conventional data book long used in the industry. Rather surprisingly, it is larger, 6 x 9 inches, compared with the former 4 x 63/4 inches.

"The small data book was designed to be carried in the pocket," Mr. Coppock points out, "but we



ow to travel 3,000 miles a week ... and like it!

by David N. Laux, Vice President



"In Detroit recently," says Mr. Laux, "my business finished, I offered a friend a ride back to New York in Sports Afield's 4-place Bonanza. But he had other plans. I took off at 2:30 p.m. and reached my country club near New York at 6. Just to needle my friend, I phoned him in Detroit where he was still waiting—with a night's travel ahead!

"This is just one example of the speed and mobility our Bonanza gives our top men. Distance had kept us from making trips. Now Chicago and even the coast are near with this fast, comfortable plane. We're averaging better than 3,000 miles a week in it. Because it cuts the waste out of travel time, we do a week's work in two days"!

• A note on your company letterhead will bring an informative brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corporation, Wichita, Kansas, U. S. A.

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

BONANZA

MODEL 35

Top speed, 184 mph Cruising speed, 172 mph Range, 750 miles

FEBRUARY 1, 1948

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BANGOR,ME.

19 consecutive months a Preferred City-of-the-Month on Sales Management's High Spot Cities list . . . with per family income of \$5793 and per family retail sales of \$4826.

BANGOR DAILY NEWS

Maine's Largest Daily Newspaper

Represented Nationally by SMALL, BREWER & KENT



The fight is on tor the same dollar. It's a healthy fight. Make it profitable. Use the alst paper



TRAVEL-EASY PROPS: The films and manuals case shown on page 48, together with this portable Illustravox projector and roll-up Da-Lite screen, provide all the makings for a series of 10 meetings designed to aid in training salesmen.

inquired all over the country and found that few salesmen carried it in their pockets. They carried it in their brief case or sales kit. That being the case, we decided that we might as well make it bigger—but not too big. What we did was to make it big enough to provide more complete information, larger cuts, over-lapping type product pictures, and more complete tab-indexing."

This book is printed in two colors, on good rag-content paper, and is handsomely illustrated. Many illustrations are of the lap-over type, so that the top flap may be, say, a picture of the exterior of the car, while other flaps beneath show the interior of it and a sketch of the structural details. The tab indexes include subheadings; in the former data book they were restricted to principal subjects only.

This small data book is designed to sell as well as to provide competitive and other product information for the salesman. In fact, the factory recommends that each salesman have two copies of the book, so that he can leave one with a prospect to study at his leisure.

There is also a "Dealer's Guide Book" in the kit, designed to guide him in the use of the training course. Contents of this guide book are, roughly, the mechanics of a sales training session, layout and equipment of the meeting room, professional presentation, care and operation of projector, films and records, how to conduct each of the 10 class sessions recommended, and the quiz

sheets contained in the selling fundamentals book with correct answers marked so that anyone can check the student salesmen's papers.

In introducing the sales training program, the factory featured it in a factory dealer paper. Regional and zone managers who were at head-quarters for the preview of the new models then spent another day in going over the program. After that they returned to the field and presented the entire course at district meetings with dealers. Where necessary, they will follow this up with individual contacts to assist dealers in getting their sales training programs under way.

"That is one other respect in which this program is different from those more commonly employed in the automobile industry," Mr. Greiner points out. "The common practice has been for the factory to prepare a sales training course, get out a lot of promotional material to dealers, urge dealers to hire a lot of new salesmen, then send wholesale men around the country to conduct twoor three-day meetings for mass train-

ing.

"We didn't go about our program differently merely because we think there is a better way; we did so because conditions now are different. There isn't going to be any mass sales training in the industry immediately, or in the near future; therefore, we developed a program which dealers themselves can use in training one or many salesmen, as their needs may require."



Janis and Joanne Williams, 16 year old twins of Ingham County, Mich., help their father raise herd of Brown Swiss. (June SF)



Kids at Spring-Dale, Wis., country school, have rhythm instruction and radio lessons as well as 'riting and 'rithmetic. (Sept. SF)



Shirley Mapes, of Middletown, N. Y. and Dud Stanton, 4H lad of Greenville, N. Y. are ag students at Cornell . . . (Oct. SF)

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Ray Malmberg, Boone County, la. catches as Frank Morris, Hardin County waits for pitch at lowa Farm Sports meet...(Aug. SF)



Kenny Luetscher, 3 year old, helps pop mix paint . . . and put footprints in the soft concrete barnyard drive . . . (March SF)



Jerilyn Miller lives on 376 acre farm in Erie County, Ohio, that grows sweet musk melons and 100 bushel corn crops . . . (April SF)

Cover crop

They aren't professional models from Powers or Conover...but just normally good-looking youngsters on Successful Farming farms...in unposed pictures selected from recent Successful Farming covers.

Rough on wearables and shoe leather...heavy tonnage users of toothpastes and toiletries...authorities on everything automotive...carload consumers of cereals and prepared food brands . . . their number alone makes them a major market factor. They run about one per family over the U.S. census average...in families



that averaged \$7,860 in income in '46, without Government payment— \$3,352 above the U.S. average farm income. They are also over-average in influence for their age-working partners on the farm, with personal responsibilities, specific contributions to the family farm's production and profits . . . 4-H Club members who are the progeny of those earlier 4-H Club members who within a generation revolutionized business and living on American farms.

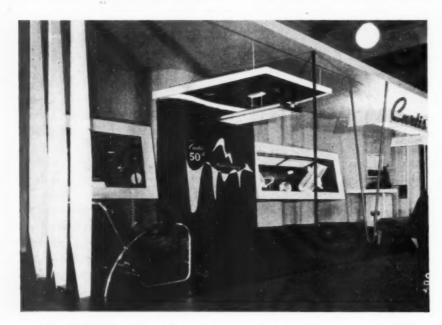
THEY know and depend on SF now, will continue to learn from it and lean on it in the future ... add impact and increase acceptance for anything new and better...among the highly selective 1,200,000 plus farm families concentrated among the high-incomed farmers in the fifteen agricultural heart states...with the best soil, brains, experience, technique ... with the largest investment in land and equipment, most advanced in mechanization...with peak savings and credit after seven prosperous years -with more ahead! No advertiser is truly national without this market, no national schedule really national without this major medium ... Any SF representative will be glad to tell you more about your fastest growing sales prospects! Successful Farming, Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.



Curtis Exploits 50th Birthday in Debut of New Luminaire

BY G. T. MORROW . Vice-President in Charge of Sales, Curtis Lighting, Inc.

Instead of sponsoring an institutional campaign to commemorate a golden anniversary, Curtis Lighting picks a single product as a campaign feature, spotlights it with advertising, sales promotion, and personal salesmanship.



CONCENTRATION: Instead of scattering attention of prospects among many products, Curtis focuses trade show interest on a single product-its Luminaire.

Last year Curtis Lighting, Inc., had its fiftieth anniversary in the lighting business and when we realized that 1947 was our Golden Anniversary year, we felt a little like the Siamese who owned a sacred white elephant: obviously, an Anniversary was a precious and valuable thing, but it was sure to be expensive and it was a little hard to know what to do with it.

After consultation with the top management of the company on one hand and with our Sales Promotion Department on the other, it was decided to make use of our Anniversary promotion to launch our newest fluorescent luminaire.

The luminaire in question had been under development for some time and. while in outward appearance and performance it was not radically different from other equipment on the market, it represented a completely new approach both from the manufacturing and from the design point

Most of our new fixture designs are developed by our own engineers, but the fundamental work on this luminaire had been done by a wellknown outside design firm, the Mc-Stay Jackson Co., which had been retained for this purpose.

The first step in the tie-in was to name the new unit Anniversary Luminaire. The Anniversary promotion and the newly christened Anniversary fixture were launched at the same time. An obvious and effective way to give our promotion a good start was by means of magazine inserts, so a four-page folder in gold metallic ink and two other colors was prepared. The general tone of this folder was institutional and copy included a brief resume of the history of the Curtis organization and its place in the development of the lighting industry. As a feature of the insert, we listed 50 Curtis "firsts." These consisted of 50 original contributions, one for each year, made by the Curtis organization to the lighting industry. Five of these "firsts" were emphasized in the layout as being outstanding:

1. First to develop a one-piece silvered glass reflector for accurate control of light (The "X-Ray" Re-

flector-1897).

2. First to introduce indirect lighting (original demonstration made in 1908 before the Illuminating Engineering Society).

3. First to advocate "lighting from concealed sources" as a basic fundamental in lighting practice.

4. First to design and produce Alzak Aluminum lighting equipment. 5. First to introduce continuous

lines of light for fluorescent lamps (Fluorescent CurtiStrip in 1938). As a further tie-in with the past,

the newly named Anniversary Luminaire was assigned the catalog number "51" as representing our 51st

This folder was inserted in each of the business publications in which we ordinarily carry an advertising schedule. The insert was well received and resulted in many complimentary letters and congratulations both on our Anniversary and on our new fixture. When the insert was made up we had the printer run a sufficient quantity of additional copies to mail out to our complete mailing list of over 20,000 electrical contractor-dealers, architects and engineers, distributors' salesmen, central station lighting men, and other buyers and specifiers of lighting equip-

Coincidentally, with the preparation of this insert we made up for our own salesmen a complete presentation of all the available data, distribution curves, engineering features, blueprints, photographs, and sales features we had. To further emphasize this was the Golden Anniversary theme the presentation was bound in a gold cover.

The next step in our campaign was to order a quarter of a million match books. The outside cover of these match books was printed in blue ink on gold foil (the same color scheme previously used in our insert) and on



As local as your luncheon club

ONE reason most of us join and attend the Rotary Club—or the Optimist Club, or any one of a dozen other luncheon clubs—is to keep up with what other people in our own circle are doing. You hear who just expanded his business, who shot a par at the Country Club, who has had a new baby. You're interested because it's good business to know what's going on in your own home town...and because it's inherent in all of us to display an active interest in the local scene.

It's just human nature for people to be interested most in persons, places and events that are closest to them.

And, week after week, that's what the people in eight major markets find in their

own Locally-Edited Gravure Magazine—pictures and stories about the town and state in which they live. The result? Higher, more thorough, more interested readership...and greater advertising value.

Although locally edited, all eight magazines are printed in Standard Gravure's modern rotogravure plant at Louisville, insuring uniform, top-quality reproduction in monotone, duotone and full color. Available individually or as a convenient package—with one order, one set of positives, one invoice.

To order, write Locally-Edited Group, Louisville 2, Ky.—or contact any of the following Representatives: Branham Co., Jann & Kelley, John Budd Co., Kelly-Smith Co., O'Mara & Ormsbee, Sawyer-Ferguson-Walker Co.



WEEKLY NEWSPAPER MAGAZINES FEATURING THE LOCAL TOUCH FOR HIGHEST READER INTEREST, FOR GREATER ADVERTISING VALUE LOCALLY EDITED FOR 1,650,000 FAMILIES IN EIGHT MAJOR MARKETS

San Antonio Express

Louisville Courier-Journal

Columbus Dispatch

New Orleans Times-Picayune-States

The Indianapolis Star

Nashville Tennessean

Houston Chronicle

New Orleans Times-Picayune-States

FEBRUARY I, 1948

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I'M WORTH A COOL

Le Three Billion

in effective buying income

You're face to face right now with one of the two and a half million people who live in the area covered by WGAR's 50,000 watts power.

Proud? Sure they are. And why not? Their effective buying income is more than three billion dollars! They are alive to what's going on, active in their reactions, quick to do something about it.

Your advertising message will bring rich returns when it reaches this audience . . . an audience earning enough and yearning enough to want the things you are selling . . . an audience most economically and effectively covered by WGAR, the station which reaches 40% of Obio's buying power.

50,000 WATTS
BASIC CBS
CLEVELAND



MOST POWERFUL SIGNAL OF ANY CLEVELAND STATION in Cleveland . . . in Akron . . . in Canton

Represented Nationally by EDWARD PETRY & COMPANY

the inside was a picture of the new Anniversary Luminaire. A space was left for an imprint, and each of our district representatives was assigned some of these matches with his own imprint to distribute in his territory.

The Anniversary promotion was also successfully used to solve the problem of what to show in our exhibit at the Second International Lighting Exposition held November 3rd to November 7th at the Stevens Hotel in Chicago. This show, the biggest in our business, was launched in April, 1946, and the present plan is to hold it once every 18 months. The November, 1947, date came at an opportune time since the first production model of the "51" fixture came off our lines about the time that the show opened.

Exhibition Tactics

Many manufacturers seem to make an effort to exhibit their whole line of equipment at trade shows; however, in recent years our philosophy had led us to the belief that it is better to show a single new and outstanding fixture than to expect to be able to command attention for our whole line.

We must compete for attention with all other leaders in the business in these shows and at best we cannot hope to make more than one or two impressions on any of our visitors. By concentrating on a single fixture, we hope to make that impression so strong that if the visitor to the show does not remember anything else, he will come away with a good, clear picture of the featured Curtis unit.

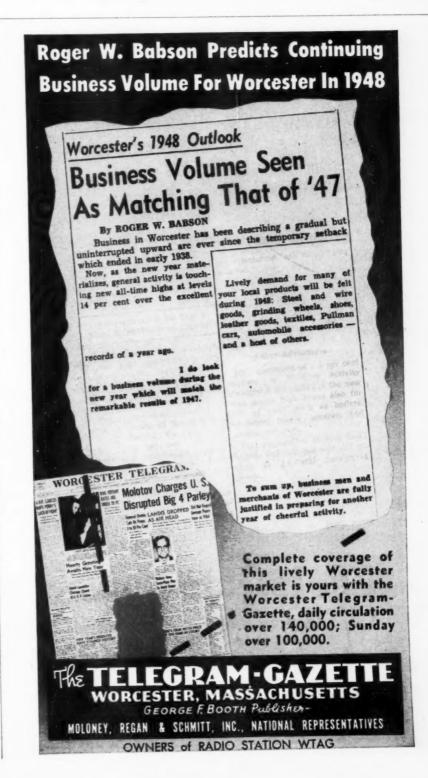
For 1947, the logical feature choice was the Anniversary Luminaire. To dramatize this unit we took one of the first Anniversary units off the production line and actually had it gold-plated. From the aisle outside our booth, the only lighting unit visible was this gold-plated luminaire. Once the visitor stepped inside the booth, however, he could see clearly and examine closely two of the new units in standard finish, which were partly hidden by a decorative cornice. The rest of the booth was institutional in character and contained two large cases in which were displayed the Curtis collection of Ancient Light Sources and a series of typical Curtis fixtures illustrating the development of the Curtis line.

In advance of the Second International Lighting Exposition, we took the unusual step of making a recording, inviting a selected list of 600 key men among our distributors to visit our booth at the show. These recordings were made on unbreakable

vinylite plastic and were mailed out about two weeks in advance of the exposition. On one side of the record was the invitation to attend the show and the other side was used to summarize the outstanding sales and engineering features of the new Anniversary Luminaire.

To hand out at the booth we had not only the Anniversary match books but also a gold foil booklet containing a brief description of the Ancient Light Sources which were on display, a history of the Curtis organization, and catalog data on the new tuminaire. This same booklet served as a directory for the Curtis organization and included photographs and addresses of all of our sales representatives and many executives.

To round out the year, we did an internal selling job by giving an Anniversary-Christmas Dinner, instead of the usual Christmas party for our employes. Our home office is located in Chicago's Clearing Industrial District and the Anniversary-Christmas Dinner was held at the Clearing Club. In preparation for this occasion, we arranged to have



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No Hooper Rating is Needed

You don't need a Hooper rating or a Gallup poll to evaluate the farm papers in the Kansas City agricultural area.

Here's a count of voluntary individual subscriptions sent by mail direct to the three leading farm papers in Missouri and Kansas during the six months ended June 30, 1947:

> Subscriptions by Mail Direct to Publisher

The Weekly Kansas City Star	27,168
Second Farm Paper in Missouri	290
Second Farm Paper in Kansas	230

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

441,392 Paid-in-Advance Subscribers

Ideas...

you may have missed

For the convenience of readers here is a brief check list of worth-while booklets and catalogs described in recent issues, free to you while the supply lasts . . . To get yours write Advertisers Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Order by number on company letterhead.

1093. "Ditch-digging" advertising sells by helping people buy. This fresh new concept of advertising is explained in the Schuyler Hopper booklet, "How We Put Ditch-digging Advertising to Work."

1094. The mystery of household equipment and appliance brand buying in the world's largest single market is cleared up by the New York *Herald Tribune's* "Household Equipment and Appliances, 1944-1947."

1095. America's fastest growing industry over the past two decades is plastics. For a comprehensive 40-page jam-packed with facts and figures booklet, ask for "The Plastics Industry" by Modern Plastics.

1096. Business trips are more fun and more profitable for a growing number of sales executives and their top salesmen who take up flying. Cessna offers free literature giving complete descriptions of their economically-operated planes.

1097. PM, Marshall Field's New York newspaper, has surveyed its readers, finds that 60% have attended college and that this education is reflected in increased buying power. A copy of the survey is yours for the asking.

1098. Do more Chicagoans buy your food products today than a year ago? What competing brands do they stock? Has competition grown since last year? The answers are in the Chicago *Times*—Northwestern University Pantry Poll No. 7.

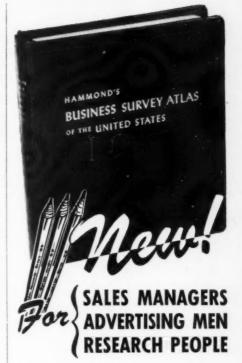
1099. Everybody knows that rural residents are least pinched by the higher cost of living. For ideas on how to reach these people ask for, "A 1,000 to 1 Easier Way to Advertise in Hometown Weekly Newspapers."

1100. Fastest growing section of the U. S. is Southern California. Los Angeles County population has skyrocketed a million since 1940. For a comprehensive survey on population trends, buying habits, route lists, etc., the Los Angeles *Times* offers "Los Angeles —City Without Limits."

the lounge at the Clearing Club which is adjacent to the main dining room, lighted by Anniversary Luminaires. This gave the employes an opportunity to see this fixture doing the job for which it was designed.

Our Golden Anniversary year has come and gone but it is still too early to evaluate the results of this promotional tie-in. We are satisfied, how-

ever, that by using our Anniversary to promote a single specific fixture, we will be able to convert some of the money spent on commemorating our Golden Anniversary to immediate sales dollars. At the same time, the long-term results of this campaign are likely to be quite as satisfactory as if we had gone ahead on a purely institutional basis.



Hammond's BUSINESS SURVEY ATLAS of the United States. A tremendous work-saver in outlining territories, routing salesmen, establishing quotas, recording sales figures, referring inquiries to proper agents, planning campaigns.

With special colored china-marking crayons (supplied with Atlas) mark and record right on the cellophane coated Outline Maps and Tabulation sheets, When changes occur wipe out markings with dry-cloth, Always an up-to-date-picture before you.

168 pages of maps. Two of every state—one packed with detailed information—the other, the cellophane coated Outline Map, showing all county lines and towns over 1000. Also special sales record sheet; population indexes; Airway, Railway and Highway maps with mileages.

Ring-bound between tough Maroon leatherette stiff covers, 12¾"x10¾". Opens flat for easy reference and marking. \$12.50 each.

EXAMINE FREE RETURN IF DISSATISFIED

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NEW CUTTING MA-CHINE now is available in 3, 5, and 7½ horsepower for any voltage, cycles and phase.

. . . coming your way

.... levelmatic, a device which incorporates General Electric's bouncing putty, has been designed to take that annoying wobble out of chairs and tables. It is a development of Blake Industries of Detroit. The device incorporates the putty in a simple cylinder and piston arrangement that automatically adjusts table-leg lengths to uneven floors or rugs. The present bouncing putty Levelmatics accommodate floor variations up to threesixteenths of an inch. They are built to withstand considerable weight including pianos since they form a metal-to-metal contact when fully compressed by a severe load.

.... portable planetarium already is being used by a number of colleges, schools, and museums. It projects on any surface the images of all stars down to the fourth magnitude-or most of those that can be seen with the naked eye. With this new Spitz planetarium the illusion of the heavens may be reproduced as they appear from almost any spot on the earth. It turns on its polar axis at the rate of one revolution every four minutes. One complete revolution shows the rising and setting of the sun, moon, planets, and stars. The projection medium of the instrument is a dodecahedron housing composed of rigid sheets of Vinylite plastic. Each of the 12 sheets is punched with openings so that illumination, produced by a special bulb inside the housing, sifts through in proportion to the relative sizes of the stars and their positions in forming the constellations. Study aids, such as a light-pointer for directing attention to a particular star or constellation in a darkened room, and current star charts are provided with each planetarium to assist users in demonstrations and



COMPACT UNIT, weighing 25 pounds, projects on any surface the images of all stars down to the fourth magnitude.

teaching. Portable domes, which give the instrument greater fidelity of reproduction than can be attained on a flat surface, also are available. The compact planetarium is three feet high and weighs only 25 pounds. It was designed and developed by Armand Spitz, Director of Museum Education at Franklin Institute, Philadelphia,

.... cut-master, an improved woodworking machine, is being put on the market by DeWalt, Inc. A plainly visible, single degree, calibrated scale is provided for miter, rip and bevel cutting. Simple mechanism alignment adjustments maintain the accuracy of every setting of the machine. A new kickback device featuring multiple dogs can be put into operation with a flick of the wrist and is an exclusive safety feature for rip cutting. The front eleva-tion mechanism, with an adjustable crank handle, is conveniently located in front of the operator to facilitate the elevation of the machine. The wide work table provides ample working space.

.... insect bomb, a product of Rex Research Corp., contains the developed ingredient, piperonyl butoxide -- combined with pyrethrins plus DDT. Recent reports reveal that when piperonyl butoxide and pyrethrins are brought together the effectiveness of both ingredients is increased. A slight pressure on a valve in the top of the container causes a fine mist to be expelled. The new insecticide is described as ideal for combating flies, moths, roaches and other household insects.

..... white blackboards are being manufactured by Chatfield-Clarke Co. The boards are of wood-fiber and have a coating of Vinylite plastic that is sprayed on and baked. This finish is said to provide a bright smooth surface that is resistant to sunlight, water, and cleaners. The special crayons used in conjunction with these lightweight boards eliminate chalk dust. The boards also are available in such tints as light gray, buff, light green, and yellow. They are finding wide acceptance in schools and hospitals as well as in transportation terminals where they are used to record arrival and departure schedules.

Facts to help you know Iowa where



An analysis based on Official Census Bureau facts

Nerv to, the first time is a measurement of your best former prospects in lower based on a special study made by the U.S. Bureau of the Census. Gives facts never before available about the folks who word Wallaces' Farmer. Tells haw they compare with other U.S. fanners in Income, production investments. Informative, factual, unbiased a starehouse of exclusive information 32 the result of charts, facts. Squares. Send

Conducted by Census Bureau Staff at the request of WALLACES' FARMER

WALLACES' FARMER



FACT-FILLED BOOK!

SM-2-1

WALLACES' FARMER AND IOWA HOMESTEAD, Des Moines, Iowa.

GENTLEMEN: Yes, I'm interested in learning more about the particular kind of farmer who reads Wallaces' Farmer and lowa Homestead. Please send me the new 32 page book of Census Bureau facts.

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Meadow Gold Strikes New Pay Dirt Through Group Selling

BY HARRY ROBERTS

So you think milk is something people "just buy"? Then study these modern sales techniques which have given a healthy heave-ho to the sales of premium milk in Pittsburgh. A motion picture is one of the featured sales tools.

Something new has been added to the milk business—streamline selling.

Pittsburgh's Meadow Gold Dairies, a division of the Beatrice Foods Co., by using streamline sales methods against the traditional old-fashioned variety has achieved an unusual and outstanding sales record.

It is unusual because the milk industry generally has been one slow to change and for many years has been more concerned with delivering milk than selling it. In Pittsburgh today —and for many miles around— Meadow Gold is selling milk. Lots of it. It is outstanding because of its well over 100 retail routes. Meadow Gold has added some 30 odd retail routes in the past 15 months.

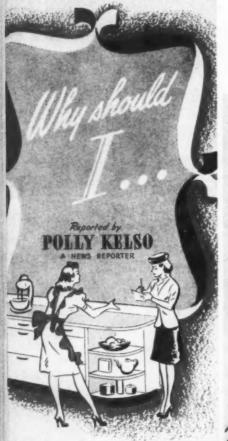
Sales, however, are up considerably more than just the 22% indicated by those figures—and 67% of all the milk the company is selling today is sold at a premium of one cent a quart. This, obviously, has taken some doing.

Heart of this all-out Meadow Gold offensive is a neat, effective—and yet basically simple—group selling plan which has resulted in the story of milk, particularly Meadow Gold Homogenized Vitamin D Milk, being told all over the vast 50-mile

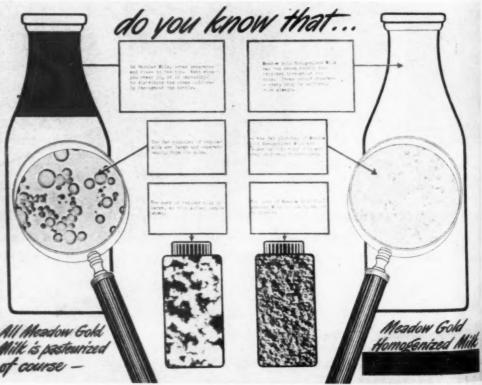
Pittsburgh market to people who ask to listen to it.

Unlike other major markets, Pittsburgh's population is not concentrated in the central city; it spreads out over a wide and densely populated area which includes several million people. All, or nearly all, of these people drink milk, but only 700,000 live in corporate Pittsburgh. Until Meadow Gold was successful recently in establishing beachheads in this surrounding area, Pittsburgh dairies had almost nothing to show in the way of sales figures for roughly two-thirds of what naturally constitutes the Pittsburgh market.

The moving Meadow Gold figure behind these sales figures is John R. Kleinman, retail milk sales manager. Mr. Kleinman started out with a 16-mm. full-color sound moving picture that told the story of milk from the pasture to the pantry. The 30-minute film by The Jam Handy Organization is about milk, mind you



FACT-STUDDED PROMOTION: Meadow Gold representatives have good printed sales tools to leave with housewife-prospects. One (below) is a simple leaflet which shows how homogenized milk differs from regular milk. Microscopic enlargement shows how fat globules are broken up, distributed uniformly in the premium product. Booklet (left) explains why housewife should try homogenized milk.





Troy or Avoirdupois?

Wested The National Geographic Magazine. However, more than 1,600,000 key families have been attracted by the successful, time-tried editorial formula of this publication.

These families aptly have been called "The First Million Plus". In this group are the articulate leaders of public opinion; the people who, in every community, mould opinions on public policies—or advertised products.

The National Geographic readership is of the highest caliber—in intelligence and buying power. It is diversified and identifiable.

Ask us to show you a breakdown of the occupations of 537,981 subscribers. Just telephone to our nearest office.

THE NATIONAL GEOGRAPHIC MAGAZINE

WASHINGTON, D. C.

THE FIRST MILLION PLUS INFLUENCES OTHER MILLIONS

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INTRODUCTION: Meadow Gold supervisors (all women) give mothers a smartly designed baby book and leave a quart of premium milk, on their first call. Newspaper advertising (right) sells safety and sanitation of aluminum cap on milk bottle.

The first noticeable results from the plan came when the small-town routes in areas thus promoted began to pay off well in advance of the time when they were expected to become profitable. Voluntary, unsolicited orders have increased more than somewhat—"somewhat" in this case being 50%.

See What You Buy...

In Sterile Glass Bottles

aluminum hoods

In a year's time Meadow Gold began to service all parts of Allegheny County, in which Pittsburgh is located, and has branched out determinedly in surrounding counties where delivery had never been maintained before. And the first of several projected substations already has been launched in adjoining Beaver County.

As the group selling plan gained momentum, the company added field supervisors to further implement it. These supervisors are women and their No. I job is to call on new mothers and say "hello" and "congratulations." When they go, they leave a colorful Brown & Bigelow baby book—and a quart of that good, premium milk. When this call is followed up some days later, the conversation finally gets around to Mea-

dow Gold Homogenized Vitamin D Milk, the premium milk which is the only kind that any Meadow Gold salesperson ever talks about.

If the mother is interested, and most of the time she is, the field supervisor shows her samples of milk curds. She shows the small, soft, tender, easy-to-digest homogenized curds against the non-homogenized ones which, of course, are unfortunately just the opposite. This makes a dramatic presentation and effectively breaks down resistance against paying the additional one cent a quart for the premium milk. The fact that it means better health for the baby is pointed out. This leads naturally into the Meadow Gold aluminum cap with its added safety and sanitation-another strong selling point. If it turns out that there are other children in the family, the supervisor has some big picture books for them, too.

Each supervisor is assigned to a regular territory and works closely with the driver-salesman in her area. (The men who deliver Meadow Gold Vitamin D Homogenized are not drivers. They are driver-salesmen. And that's never forgotten.

Women Preferred

Although this phase of the Meadow Gold selling program is comparatively new, Mr. Kleinman is delighted with the way women have carried out their work, and he doesn't believe he would ever consider using men. In the first place, he points out, "99% of our business is done with women." No small factor, either, is that women get along particularly well with the driver-salesmen, with whom they have had to work closely in the sales-building effort.

The usual procedure is for the supervisor to leave the baby book and a bottle of milk—and not talk much business. The call is then followed up within a week in the attempt to get the order. If no order is forthcoming, the supervisor leaves a business-reply post card which the customer may use to start delivery later on if she should have a change of heart. New orders which come in from these cards are now almost equal to the number of orders obtained by supervisors on the spot.

Incidentally, whether they yield an order or not, the prospective customer is invariably told about the color film on milk and the fact that it is available for her particular club. This of course has stimulated the number of showings of the movie. As part of his talk, Mr. Kleinman always invites the group attending the showing to visit the Meadow Gold plant, and the supervisors do the same in the

—not about Meadow Gold—and while it may not be another "Gone with the Wind" neither has Mr. Kleinman ever had to team it up in a double bill—because it is compe-

tently done.

The film is shown to anyone who wants to see it. To lift another line from Hollywood, all you have to do is whistle. Meadow Gold furnishes a projector, screen, operator—and Mr. Kleinman. For large groups there is an Ampro projector; for smaller ones, a Movie-Mite. There's no charge of course.

For the past year the company has averaged 20 showings a month to groups ranging in size from 10 to 750. Showings to women's clubs are most frequent, with schools running a strong second. Word-of-mouth advertising has helped substantially and the company makes its own promotional effort to show the film in places where it is particularly trying to develop new retail routes.

Although any sales pitch that Mr. Kleinman makes to accompany the film is both brief and modest, results have been anything else but modest.

FIRST FLAVOR the ooks SOUIRES AGE PURE SAUSAGE PORK SAUSAGE DYNAMIC INSIDE-STORE **FASTE APPEAL** FORBES color in the

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homes they enter. Plant visitations have trebled since the company started to show the film and are now an integral part of the group selling

The supervisors work strictly on a salary. Their average selling day is from 10:00 A.M. until 4:30 P.M., although they are in the office each morning by 9:00 for a brief sales meeting and to pick up any leads or any complaints which might need servicing. All complaints naturally come within their province and are much more satisfactorily handled since women field supervisors have been added. The women also report to the office twice daily by telephone, to deliver their orders or receive any leads or complaints which must necessarily be speeded.

Before a supervisor is put to work, she receives one full week of training inside, then an additional two weeks outside in her territory under the company's retail training supervisor. Training thereafter is carried over on a part-time basis. During the training program, the supervisorto-be learns the story of milk, the Meadow Gold basic sales presentation and how to best put it across to the women she calls on. At the end of three weeks, she takes a comprehensive examination which indicates her ability to absorb the material which has been thus far rather quickly presented. Women from 30 to 45 are preferred-willing to accept responsibility. They are well armed with training materials and a sales manual.

Media Advertising

As more district supervisors have been added and Meadow Gold has broadened its field, a consistent newspaper advertising program outside Pittsburgh has been undertaken to bolster the selling program. The advertising is built around the company's baby program and runs consistently. Chief outgrowth of this, Mr. Kleinman maintains, is to make people in many communities adjacent to Pittsburgh feel that Meadow Gold is a home-town dairy, and this of course exerts a desirable influence.

Supervisors obtain the majority of their leads from driver-salesmen who are in close contact with the neighborhoods they blanket. Since the route men are rarely in a position to call back or spend sufficient time on a call, the lead is passed over to the supervisor. Moving companies and others provide excellent sources of leads. Supervisors also may make a sales contact at any construction project in their territory and attempt to have Meadow Gold Homogenized Vitamin D delivered daily for workers on the job. This has become very effective.

Contacts with contractors frequently pave the way for an order, and to other leads. The Dodge construction reports are also consulted as a source of excellent prospects. Here again the route-salesmen do their part and report new projects.

Between babies and building projects and the like, this has all been built up to the point where 90% of all calls the supervisors make are on the basis of leads which are given over to them.

When an order has been received,

every new customer immediately gets a nice letter from Mr. Kleinman, thanking them and attempting to cement the friendship. This is important in the milk business because it normally has a 25% turnover every year. In addition to winning over new customers, Meadow Gold's program holds on to old ones. Turnover today is less than it ever has been and that is no small factor in this group selling program.

With sales stronger than would be likely for even today's strong market, with turnover sharply reduced, Meadow Gold has streamlined its selling

Let Telechron electric clocks help widen your market



With an appealing trade-mark on the illuminated dial, Telechron Advertising Clocks help Piggly Wiggly stores build goodwill. Accurate time service holds the interest of old customers, draws the attention of new ones.

Telechron Advertising Clocks never lose their punch - they're bright and arresting after years of service. Customers see your trade-mark, sales message, slogan or product likeness 24 hours a day.

The clock's cost to you is remarkably low - less than a dime a month. Even this can be recaptured with a self-liquidating promotion.

You can choose from a wide selection of dial colors and patterns to suit your purpose. Clocks are available in all standard voltages and frequencies. Precision building and exclusive Telechron oiling system assure long, low-cost service. Write today for free descriptive folder. Special Clock Division, Dept. N, Telechron Inc., Ashland, Massachusetts.





The New TOASTMASTER... sleek, modern, beautiful... product and package again restyled by Barnes & Reinecke for the McGraw Electric Company.

Write for full-color brochure showing many other leading products styled by Barnes & Reinecke... and for the tested, step-by-step procedure you can use to improve the styling and design of your product.

This magic that makes your product sell faster is the sales magic of better appearance. Barnes & Reinecke can work this magic for you . . . again and again.

Product styling is dynamic . . . it won't stay put. Consumer tastes change. And it takes periodic restyling to assure continuing style and sales leadership for your product.

Barnes & Reinecke product styling is solidly based on market and merchandising research, interpreted by our staff of engineering and design specialists, checked against our knowledge of future design trends.

There's no guesswork about what we do.

That's why you can depend on Barnes & Reinecke styling to build new sales magic into your product . . . again and again.

BARNES & REINECKE, INC.

DESIGNERS & ENGINEERS
236 EAST OHIO STREET, CHICAGO 11, ILL.

OUR 14TH GREAT YEAR . STAFF OF OVER 200



KODAK DUAFLEX CAMERA: Designed for those who want smartness of a reflex with the operating simplicity of a box camera.



RESTYLED PACKAGE: On the right is the new label for Cameo Corporation's cleanser.

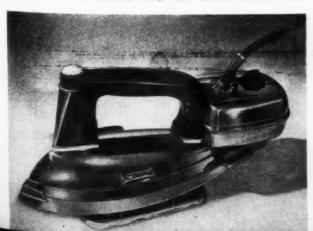
Bold white letters accent brand name.



1948 CHEVROLET SEDAN: In the Fleetmaster, fenders, hood and body all blend, and the crease molding, below the windows, is wider than that used in previous models. Car also has new T-shaped center bar on radiator grille.

Designing to Sell

IRON ATTACHMENT: Device for the General Mills' Tru-Heat iron enables one to convert to steam ironing at will. Iron is latched into new steam attachmen?.



DUAL DISPENSER: Designed by Onnie Mankki for the Metaloid Corp., it accommodates both paper towels and wax paper. The cover serves as a cutting edge.





The New TOASTMASTER... sleek, modern, beautiful ... product and package again restyled by Barnes & Reinecke for the McGraw Electric Company.

Write for full-color brochure showing many other leading products styled by Barnes & Reinecke... and for the tested, step-by-step procedure you can use to improve the styling and design of your product.

IN BARNES & REINECKE PRODUCT STYLING

This magic that makes your product sell faster is the sales magic of better appearance. Barnes & Reinecke can work this magic for you . . . again and again.

Product styling is dynamic . . . it won't stay put. Consumer tastes change. And it takes periodic restyling to assure continuing style and sales leadership for your product.

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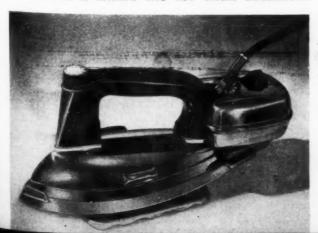
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dominates PEORIAREA

A bigger share of the audience than all other Peoriarea stations combined! Proof of WMBD's continuing leadership is found in the latest (Oct.-Nov., 1947) Hooper Station Listening Index.

A, B, C, D — Peoriarea Stations.

MORNINGS



AFTERNOONS



* Adjusted to compensate for fact that these stations do not broadcast in evening.

EVENINGS





SHOP TALK

My grocer, to me: "Wouldn't you like a nice box of brussels sprouts?" Me: "Nope. They smell too bad when they're cooking." The grocer: "What you need is some Air-Wick . . . And how's that for a good try at a tie-in sale?"

From the Distoff Side: Lately I had a revealing talk with a salesman's wife. She's a stable gal, a good home manager, level headed, and not averse to spending an evening helping the Old Man write up his reports.

After an hour's conversation with her, listening to her candid comments about the company, its policies, and more particularly the management methods of its sales manager, I concluded it's past time to remind sales executives that they might be doing far more than they are doing to win and hold the support and respect of their salesmen's wives.

This conversation came about because the lady popped a question at me. "Do you know," she inquired, "that in the 12 years my husband has been with X, Inc., the company has never given us any kind of Christmas gift? What's more, Tom's sales manager has never even sent us a Christmas card. Christmas comes and goes, and both the company and the boss act as though we're people they never heard of."

I thought of all the articles we've printed in SM in which we've said, over and over again, "Salesmen want not only security and opportunity—they want to be treated like human beings."

"Then," the wife spoke again, "there's the matter of expense accounts. Tom's territory is split by a river. There isn't anything in 'the book' at headquarters that says bridge tolls are a legitimate and allowable company expense. So we have to pay our own tolls—sometimes as high as \$20 a month. But when we make up our income tax statement, the Government won't let us deduct bridge tolls 'because the company pays expenses.' I don't think that's a square deal. Why should we be penalized because we've got a stream of water running through our nine counties?"

I didn't have any answer.

She warmed up. "Furthermore, when Tom spoke to his boss about this, the boss said there wasn't anything he could do about it. He just told Tom to 'pad it into the expense account on other items.' But Tom's too honest to do that. I suppose he's a sucker."

I began to get sore, too. Here's a sales manager *advising* his men men to indulge in a dishonest practice.

I won't go into that conversation any further, but the bits I have quoted will make two points: The full sympathy of the salesman's wife—her understanding and cooperation—are vitally necessary to the salesman's morale and to his growth and future success. This company has not recognized this need, and is doing nothing to meet it.

Further, we might ask if we can expect any salesman to have full respect for a boss who just hasn't the guts or won't take the trouble to go to bat to achieve correction at the management level, of inequitable policies which are inimical to the interests of his men. Sometimes the *little* things are more important, so far as morale is concerned, than major issues.

The Bottleneck of Sales: Almost every venture into a retail store these days demonstrates that retail salesmanship has sunk to a

new all-time low. Even the friendliness and common courtesy which used to go pretty far in the direction of offsetting lack of knowledge about products and lack of training in sales techniques, is gone with the war and nothing much is being done about bringing it back. If you want to buy something, you hit the salesperson over the head with any handy blunt instrument and take the goods away from him.

You have a story about what happened just yesterday. Everybody has a story. I have a story.

I went into one of New York's oldest and biggest department stores in January to look for a Cushman dressing table, mirror and bench. I arrived on the Saturday a week after the Big Snow, and there weren't four customers on the whole furniture floor. The salesmen were slumped into the cushions of a moderne sofa engaged in desultory conversation. Prodded by an itinerant section manager, one of them hoisted himself and ambled over. I've seen a friendlier expression in the eye of a deceased red snapper. I told him what I wanted.

"We haven't any Cushman dressing tables," he told me. "We have very little Cushman stuff of any kind. Very scarce."

I asked where the Cushman furniture they did have might be located. He jerked a thumb to the left. I went off alone to explore. When I found the maple section, there were three Cushman dressing tables on the floor, in two different styles. I looked them over, made notes of prices, hunted up a bench to match the one I liked, rambled around to see if they had any mirrors.

Finally I went back to the salesman, who was still sitting, playing with his key-ring. I said, "You have two different styles of dressing tables on the floor. Do you mean you haven't any to deliver—that these are samples?"

One of his eyebrows jerked slightly. "I'll have to go and see." Back to the maple department. Yes, they had some in stock. In fact, they could deliver either within a week.

Said I, "Now about a mirror."

The salesman: "We haven't any Cushman mirrors."

"There's at least one—right above you head," I pointed out. The salesman said, "Oh." (It turned out there were three mirrors.)

I said, "Perhaps you'd better take the trouble to find out what you have to sell."

Lamely, his reply: "Well, I haven't been here for a day or two, and they said we didn't have much Cushman, and"

I didn't wait. "Thanks," I said, with no idea whatever what I was thanking him for. The salesman pulled a card out of his pocket. "I'll be glad to take your order over the 'phone if you decide you want the dressing table," he added.

Three days later, ready to place the order, I went back, saying to myself, "Doggoned if that Dumb Bunny is going to get a commission on this sale." The Dumb Bunny wasn't in sight. I drew another chap who looked somewhat brighter. At least he smiled, and he didn't seem to be offended by the idea that I was a customer with a checkbook in my hands.

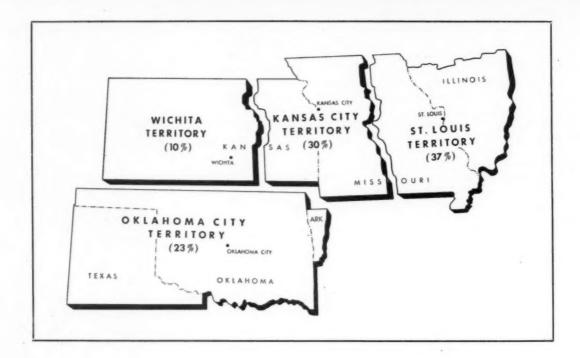
He wrote up the order. Correctly, too. When the stuff came I did have a dressing table, a matching bench and mirror, and not a wheelbarrow, a plant stand and a love seat.

The furniture has been installed in its proper place in my home. But every time I look at it, I shudder.

A. R. HAHN Managing Editor







Taking the By-Guess-and-By-Gosh Out of Quota-Setting

Based on an interview by Harlan Byrne with
KENNETH G. GILLESPIE
Manager, Wholesale Appliance Division, Jenkins Music Co.

A market analysis job which enabled Jenkins Music Co. to set up territories of approximately equal sales potential has cut down squawks about quotas and has given management the tools for more effective sales control.

Every sales manager knows it's a tough job to set territorial sales quotas that satisfy his men. Traditionally, salesmen gripe about quotas. Kenneth G. Gillespie, manager, Wholesale Appliance Division, Jenkins Music Co., Kansas City, Mo., has solved the problem. His men don't gripe because they accept his quota-setting as soundly based.

Mr. Gillespie is aware that sweeping economic changes since the war have raised new problems in appraising the work of his 40 salesmen. Some of the questions he faces are: "How much more business can I expect of a salesman whose territory has been the center of a war or post-war boom? Is his territory now too large to cover?"

To keep abreast of economic face-

lifting of the past four or five years, Mr. Gillespie is preparing to re-shape quotas and territories for salesmen. When he joined Jenkins in 1939 Mr. Gillespie evolved a sales quota system, which had as its foundation SALES MANAGEMENT'S Survey of Buying Power, published May 10 annually. He plans to re-calculate buying power in the Jenkins sales areas when the next SALES MANAGEMENT report is issued on Effective Buying Income.

Mr. Gillespie often has heard his salesmen complain that their quotas are too small for fat commissions or their territories too large to cover. And then there always is the salesman who thinks he is expected to sell to much.

"But I had heard plenty of that

even before joining Jenkins," recalls Mr. Gillespie who has been in selling more than 25 years. "I knew that consumer buying power could be the only sensible starting point for a quota system. For many years I had found use for Effective Buying Income (EBI) figures. So it was perfectly natural that when I came to Jenkins I decided to use SALES MANAGEMENT figures to construct a yard-stick for quotas."

It was a three-month job of digging through EBI figures, Mr. Gillespie recollects.

MAP ABOVE: Four sales areas represented 6.86% of U, S. A. potential buying power in 1939 (SM's estimate) and 100% of Jenkins' potential. For quota-setting, Jenkins assigns its 40 salesmen to sales areas and individual territories according to desired potential. Both will be revised according to 1948 Survey of Buying Power figures.



Daily delivery is like the ring of a party line to 94.7% of all housewives in the Fall River city zone and trading area. They're eager for the news of the day.

These are the people whose readership of the Herald News was sampled recently by 10,000 ballots, and who indicated local news as first choice among "Always Read(s)"—by a score of 87.6%. To these people, local stores sold more than \$119,000,000 worth of goods and services in 1946.*

These strictly local people are on your party line when you use the Herald News, which covers all

but a slim 3.1% of the city's homes, and all but 5.3% of the total market's (city and trading area combined).

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	RETAIL	SALES	Dollar	%
	1946	1945	Gain	Gain
City Zone	\$95,252,000	\$62,513,000	\$32,739,000	52
Trading Area	24,431,000	15,628,000	8,803,000	56
C.Z. & T.A.	119,683,000	78,141,000	41,542,000	53
1946	RETAIL S	ALES PER	FAMILY	
City Zone .				.\$3196
Trading Area				\$309
C.Z. & T.A.				\$3143

Fall River Herald News

FALL RIVER MASS

New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco

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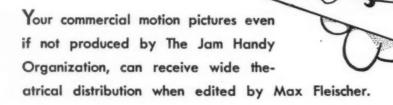
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Max Fleischer presents...

A FULL HOUSE"



Max Fleischer's exceptional sense of audience reaction and his practical knowledge of theatrical merchandise assures wide distribution. This service is offered exclusively by

JAM HANDY

Organization

VISUALIZATIONS • SLIDEFILMS
INDUSTRIAL MOTION PICTURES
TRAINING ASSISTANCE

"POPEYE" and "OLIVE OYL" copyrighted by King Features Syndicate.

Jam Handy pictures have appeared monthly in more than 3,000 theaters in selected community trading centers.

Certain releases have appeared before more than 7,000 theater audiences with positive sales reaction.

NEW YORK . WASHINGTON . PITTSBURGH . DETROIT . DAYTON . CHICAGO . LOS ANGELES

WHO IS JENKINS?

Jenkins for many years has been recognized as a big name in the music industry, but few people outside the Middle West realize that wholesale selling of home appliances and home furnishings make up a large part of the company's dollar volume. Jenkins Music Co. serves 10,000 dealers in Missouri, Kansas, Southern Illinois, Northwestern Arkansas, Oklahoma, and the Texas Panhandle.

Started as a small music shop in 1878, the firm had for years sold a few lines of appliances, but only within the past 10 years was the line of household items sold by the company greatly diversified. During the war, when piano, other musical instrument, and appliance production was curtailed, Jenkins entered into phases of the home furnishings field. Now the company sells hundreds of household items, in addition to pianos, other musical instruments and sheet music.

The long line of household items sold by Jenkins includes refrigerators, washing machines, radios, stoves, floor furnaces, heaters, upholstered and case goods furniture, lamps, giftwares, and housewares.

Jenkins has five distinct divisions which, because of their highly specialized characters operate almost as separate companies. They are:

- I. A chain of eight retail stores selling pianos, band and other musical instruments, sheet music, appliances and house furnishings.
- 2. The Wholesale Appliance Division. In dollar volume, this is the largest division of the company.
 - 3. The wholesale band and stringed musical instrument business.
- 4. The wholesale sheet music and music book business. This is claimed to be one of the largest and most extensive in the country. Before the war, Jenkins music catalogs were directed to a worldwide mailing list.
- 5. A finance company similar in operation to national financing companies, developed to aid dealers finance purchases from wholesale divisions of the company.

"When I had completed this research, I knew I had information that was indisputable," he explains. "Salesmen would accept these findings. When I talked to a salesman about quotas I could give him an idea of the consumer purchasing power in his territory and show him what percent of the entire Jenkins sales area his territory represented. Furthermore, I could point out to the salesman that his percentage of consumer buying power was fairly equal to the purchasing potential in territories of other salesmen. That ended a lot of griping."

As a start in fashioning a system, Mr. Gillespie calculated that in 1939 the 440 counties in six states, Southern Illinois, Missouri, Kansas, Arkansas, Oklahoma, Texas Panhandle) served by Jenkins made up 6.86% of purchasing power in the United States as shown by SM's survey.

The sales manager then took the

6.86% and set it up as 100% for the entire Jenkins territory. The Jenkins EBI total was divided into four sales group areas: Kansas City, St. Louis, Wichita, and Oklahoma City. Thus he discovered what percent of 6.86 each group area represented. Plunging deeper into EBI decimals, Mr. Gillespie bracketed each of the four groups as 100%. The purchasing power of each group was further subdivided by counties to determine what percent of a group total a county represented.

With these divided and subdivided percentages in hand, he could tell whether territories were carved to give an equal share of consumer purchasing power to his 40 salesmen. Mr. Gillespie shifted boundaries and quotas for salesmen in some instances,

using EBI as a gauge.

To work the quota problem further, Mr. Gillespie turned to Department of Commerce statistics on aver-



38 Years of

Close Personal Southern Contact

There are ten books flying the Abernethy banner, some of which date back to 1910—all of which are seasoned veterans.

The editors and field writers of these 10 key business papers are a force to be reckoned with.

The South is a strong believer in "kinfolks"—and the Abernethy personnel are exactly that to the key men and women in the 10 active fields we serve:

Commercial Fertilizer*1910
New South Baker1910
Southern Printer1924
Southern Advertising and Publishing1925
Southern Jeweler1926
Southern Stationer and Office Outfitter1930
Southern Pulp and Paper Manufacturer1938
Southern Canner & Packer
Southern Garment Manufacturer1941
Southern Machinery & Metals

These are all top books in their fields. Their close, personal contacts with the markets represented, and with the men and women who have the power of OK in these markets, is available to you through the home office or the various representatives of

THE ABERNETHY PUBLICATIONS

ERNEST H. ABERNETHY, President

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* Commercial Fertilizer is national; the others cover the whole Southern sector of their respective markets, from Virginia through Texas.





Write for complete information about GAIRanteed Floor Display Stands

ROBERT GAIR CO., INC.

Welch Grape Juice Company reports that retail sales were doubled when Welch preserves, jams and jellies were displayed, adjacent to the cash register and along busy traffic lanes, in a ROBERT GAIR "sales promoting" FLOOR DISPLAY STAND.

This impressive sales record is a tribute to the cooperation and ingenuity displayed by the Robert Gair organization... and the creative staff is proud of the fact that they played an important role in increasing the sales of Welch preserves, jams and jellies.

GAIRanteed Floor Display Stands are artistically designed, sturdy, foolproof and easily assembled. They are economical and when properly displayed they yield generous advertising and sales promotion dividends..."SALES GALORE WITH A GAIR DISPLAY ON THE DEALER FLOOR".

NEW YORK . TORONTO

PAPERBOARD . FOLDING CARTONS . SHIPPING CONTAINERS . Vus EXPORT CONTAINERS

age sales per dealer each year on "big ticket" items such as refrigerators and washing machines. For example, Mr. Gillespie noted an average of 10 refrigerators were sold by each appliance dealer in the United States in 1939. By taking the number of dealers in the Jenkins territory, Mr. Gillespie found that the company's total sales of refrigerators tallied fairly well with Commerce Department reports. It was easy to see, however, that some dealers would sell more and some less than 10 a year.

By figuring the number of dealers in the territory of each salesman, Mr. Gillespie also could determine that one salesman's sales would be far above or below the average, based on the number of dealers he served. But with EBI statistics, Mr. Gillespie could determine more accurately the number of refrigerators which could be expected to flow through sales channels in any one segment of the Jenkins territory. Adjustments in sales quotas were made accordingly.

Naturally, other factors entered. Mr. Gillespie cites gas heating appliances where a special influence had to be weighed. The Commerce Department might show an average (assume it was 100) of gas heating stoves sold in each county in the United States in 1939. Mr. Gillespie realized, however, that in Jenkins' Oklahoma City area, far more than the U.S. average would be sold in each county. Likewise, residents in most Missouri counties, unserved by gas lines, would have no use for gas stoves.

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ERS NT In three months, Mr. Gillespie had devised a workable, if not infallible, "slide rule" for guiding and evaluating performance of his salesmen. He was set to measure complaints, remold territories or quotas, or show where salesmen had been lagging.

Disputes over sales results could be settled more easily, Mr. Gillespie believed. He had the figures to indicate buying power of a certain territory and the number of major appliances which should be sold under normal conditions. The system was not perfect, and quotas could not be

Add Another Zero

The Greensboro News and Record advertisement in SM, Jan. 15, page 53, reported retail sales at \$29,642,000 for Greensboro, N. C. The correct figure is \$290,642,000.

assigned to the nth degree. Its greatest use came where obvious bogdowns in sales showed up.

Mr. Gillespie contends his sales yardstick:

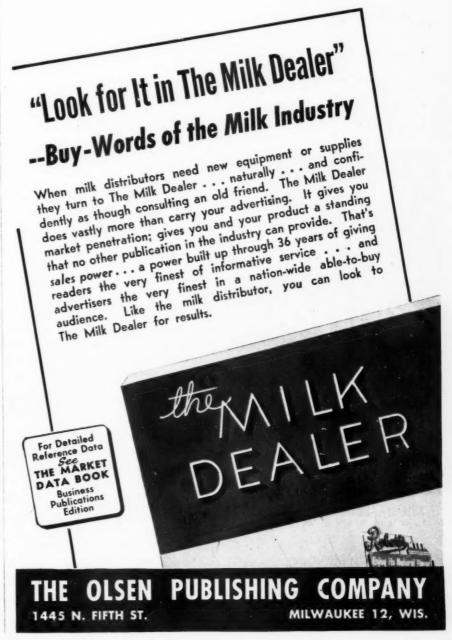
1. Enables a manager to set up territories to provide equal earning power for salesmen.

 Makes it possible to form a guide for allotment of major durable goods (refrigerators, washing machines, etc.)

3. Ferrets out weaknesses in sales. The last point is the most important, he asserts. "I discovered that I could readily spot weaknesses in the sales organization," he explains. "If a salesman slipped far behind on quotas, I knew something was wrong." Remembering that no chain is stronger than its weakest link, Mr.

Gillespie tett it essential to detect flaws. Once a sales defect came to light, he could search for the cause and take corrective action.

Use of an EBI-based system proved helpful in pre-war 1940 and 1941 when sales competition still was high. During war years and most of the post-war period, quotas had little or no use. The chief thing was having something to sell. But with buyers' markets reappearing (for example, in radios) Mr. Gillespie is gearing his quota system to changing situations. By re-determining buying power in Jenkins territory from the SALES MANAGEMENT Survey of Buying Power to be issued May 10, 1948, he hopes to further adjust sales quotas to fit wide swings in purchasing potentials of communities.



IF YOU ONLY HAD ONE DOLLAR—

. . . you would be mighty careful about how you invested it in the promotion of your product.

Huge appropriations are only multiples of one dollar and each dollar should do its share.



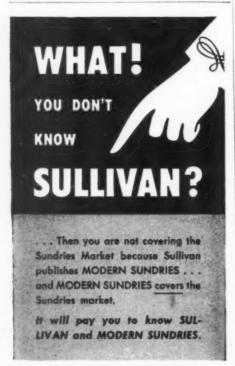
Jessie Marie DeBoth

Food and household product advertisers find that an exclusive franchise in Jessie's Notebook will deliver more than 1,000 "Read Most" women readers for each dollar invested.

Jessie's Notebook blankets the important food markets. Let us give you full details.

DE BOTH FEATURES

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SULLIVAN BUSINESS PUBLICATIONS
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Management Manual Doubles as Sales Tool

Borrowing tested ideas from every field of management, The Dentist's Supply Co. adapts them to the language and needs of dental laboratories. For example: 100 check points for salesmen. It's low-pressure service promotion.

One way to get more business for yourself is to help your customers secure more business for themselves.

Adopting this approach, The Dentists' Supply Company of New York has just sent to dental laboratories a manual to help them with their problems of management, personnel relations, customer and professional relations, sales management and sales training. It's titled "Trubyte Checking Chart."

According to Jack Nevin, who compiled the manual, "there isn't an original idea in this book." Ideas have been picked up from many sources and adapted to the language and needs of dental laboratories.

Contents

Section I of the manual deals with the general management of a dental laboratory. It contains suggested ways to handle such common problems as how to maintain sound credit relations, collect old accounts, handle the telephone, and plant safety rules. This section is studded liberally with examples of forms used in various laboratories. Estimating charts, forms for controlling costs, and for recording prescriptions. Under the admonition, "Look at Your Laboratory," is a check list of 15 points. Sample check question: "What kind of an impression does the entrance to your laboratory create? Do you have a reception room? Is the reception room dark and cluttered or is it inviting?"

In Section II on personnel, there is a check list with which to rate salesmen. It is suggested that laboratory owners question themselves about their salesmen's: "Address, general impression, steady application, persistence, self-management, tact, loyalty, resourcefulness, sociability, appearance, health, and system"

appearance, health, and system."

Under the heading, "Supervision of Laboratory Salesmen," are 15 check points. Sample: "Does he spend the greatest amount of time in the presence of dentists?"

The personnel section also contains

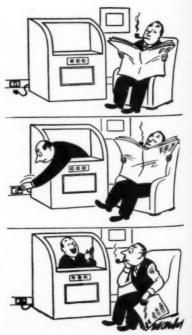
samples of salesmen's report forms,

Section III on customer and professional relations is salted with samples of report forms, thank you letters, and literature for the solicitation of new business, and to win back old customers. For instance, a letter thanking dentists for paying their bills promptly.

In dealing with the broad subject of customer and professional relations, the manual suggests 30 points as a check list. For example: "Send your customers an annual letter explaining your policy and practices and the progress of your business."

Section IV deals with five aspects of sales management: "Why You May Not Do More Business, Correlation of Sales and Advertising, Sales Training, How's Business? and Receivable and Sales Analysis Work Ticket and Ledger."

There are 10 major reasons for "Why You May Not Do More Business." For instance: "Most labora-



SALES MANAGEMENT

tories build their own reputation on the work of a single department. Some are more favorably regarded for denture work then metal work. Where an individual technician heads the organization, dentists form their own opinions of his ability and often place him in a category from which he finds removal difficult. Have you built a reputation for denture work, or for metal work? What can you do to stabilize your reputation for quality in all departments?"

Laboratories have an opportunity to check themselves again 16 points under "Correlation of Sales and Advertising." For example: "Is syndicated advertising the extent of your advertising program?" Another: Specific duties must be outlined for sales-

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There are numerous samples of sales forms: Daily sales sheets, work

tickets and ledger sheets.

What about sales training? The manual devotes 30 pages to this subject in Section V. It leads off with 100 checking points for salesmen. Sample: "Does your competitor respect you? If your competitor respects you, he may unconsciously do you a good turn by expressing to the right person his feeling of respect."

Selling Techniques

Borrowing another leaf from the familiar sales training plan, the author puts together a tree, "A Plan for Selling." On it he identifies five ways to make a sale: "1. Select the specific appeal that you will make to dentists. 2. Your sales presentation will result in (step) 3. handling the situation that has resulted from your presentation. 4. Prevent refusal. 5. In closing . . . leave the dentist with a feeling that he has bought something rather than that you have sold him something."

There's a big chunk of product knowledge for dental laboratory salesmen to absorb. This is covered in "What Is It?" or "Definitions You Should Know." What follows is a glossary of dental terms.

At the end of each chapter is an envelope as a store house for additional ideas. For example: "Got an idea on sales training? Don't sit on

it, put it here!"

This 158-page manual, spiral bound, provides laboratories with a permanent useful tool. Its purpose, of course, is to sell more products for The Dentists' Supply Company of New York. Near the close of the manual are several pages selling Trubyte products—but by providing prospects and customers with a wealth of technical data on the application of its dental materials.



Permanente Metals

No "outside" newspaper does an adequate job in Tacoma-Pierce County—Washington's Second Market. The News Tribune reaches 79% of the homes. The second Tacoma paper reaches 51% . . . the Seattle morning paper only 10% . . . the Seattle evening paper just 4%. In Washington State, the Tacoma News Tribune is a "must buy"—always!



TACOMA'S Kaiser-operated Permanente Metals Corporation is now in full production—with two pot-lines operating at an output rate totalling three and a half million pounds of aluminum pig and casting ingots per month. Two hundred fifty Tacoma men and women are employed at the plant.

The News Tribune

FEBRUARY 1, 1748

The Stover cover sells Toni waves...



"THIS WEEK Magazine was included for a particular purpose: to give our retailers the benefit of the striking, full-color Toni Twin advertisements, in a national magazine that goes to work right in your own neighborhood... And that combination pays off in sales, for Toni and for you, as our campaign this year (1947) has proven."

 Howard Bloomquist, Advertising Manager, The Toni Company

The Scotch Tape sells Scotch Tape



""We've used (THIS WEEK) for 8 years, and watched it work for us and our dealers. We rely upon it principally for its extremely heavy penetration of the large metropolitan markets, where the great volume of our products are sold."

C. O. Moosbrugger,
 Advertising Manager,
 Minnesota Mining & Mfg. Co.

*From trade paper announce

Wrap up your '48 sales with this "5# Cover"

Of course, only the dealer can wrap up a sale for you.

But it takes an "extra ingredient" in your magazine advertising to lead the prospect to the dealer's door.

That "extra ingredient" is local shopperappeal. And the way a national magazine gets that is to come wrapped in a "5th Cover"—the local Sunday newspaper—as THIS WEEK Magazine does.

"That combination," says the Toni Company over there on your left, "pays off in sales... as our campaign this year has proven." And Scotch Tape seconds the motion with "We've used (THIS WEEK) for 8 years, and watched it work for us and our dealers."

So . . .

Wrap up your '48 sales with the national magazine that does a local sales job. And watch it go to work for you on over 19 million readers in over 8½ million homes—every 4th home in America.

THIS WEEK

OVER 81/3 MILLION CIRCULATION Magazine OVER 19 MILLION READERS

AND 24 OF AMERICA'S MOST INFLUENTIAL NEWSPAPERS

The Atlanta Journal

The Baltimore Sunday Sun

The Birmingham News

The Boston Herald

The Chicago Daily News*

The Cincinnati Enquirer

Cleveland Plain Dealer

The Dallas Morning News

Des Moines Sunday Register

The Detroit News

The Indianapolis Star

Los Angeles Times

The Memphis Commercial Appeal

The Milwaukee Journal

Minnéapolis Sunday Tribune

New York Herald Tribune

The Philadelphia Sunday Bulletin

The Pittsburgh Press

Portland Oregon Journal

Rochester Democrat & Chronicle

St. Louis Globe-Democrat

San Francisco Chronicle

The Spokane Spokesman-Review

The Washington Sunday Star

*Seturday Edition

MENT



Split Runs Give Small Dealers Better Break on Co-op Advertising

Co-operative advertising techniques which enable a manufacturer to sponsor 50-page advertising campaigns in 15 of the leading markets of the country at an out-of-the-pocket investment of only \$350,000 were perfected in Chicago during 1947.

Quantities Are Limited International Control of the Control of the

Devised by the Chicago Tribune and first tested in October, 1946, these techniques, titled "Selective Area" advertising, have figured in more than \$400,000 of advertising in the Tribune since, and already are expanding into nation-wide use. The plan, originally developed to

BY LESTER B. COLBY

enable small appliance dealers to utilize co-operative advertising appropriations more effectively, now appears suitable for use by virtually any manufacturer who distributes products through a selective dealer organization.

As set up by the *Tribune*, the Selective Area co-operative advertising program permits a small dealer to purchase exclusive use of that portion of the newspaper's circulation distributed within his trading radius

at the same milline rates available to advertisers using total circulation. Other newspapers are now applying the Selective Area principle in their local markets so that dealers may enjoy exclusive neighborhood cover-

only in their own logical trading areas.

In the past, neighborhood dealers have not been able to use co-operative allowances to maximum advantage in newspaper advertising. Large store volume buyers usually benefited most from such co-op funds because they could utilize the circulations of newspapers. Often it was the sales by many small dealers rather than by

Now! Powerize Your Salesmen with the Famous JACK LACY Sales Training

ON A "DON'T-RISK-A-CENT" BASIS!

100,000 salesmen—representing scores of America's leading companies — have used this training as a stepping-stone to greater success.

A Few of The Companies Represented By "Lacy-Trained" Salesmen

Shell Oil Co.
Corning Glass Works
Philco Corporation
Scott Paper Co.
Hartford Accident &

Indemnity Co.
New York, New Haven
& Hartford Railroad

Barrett Division of Allied Chemical & Dye Corporation

Hood Rubber Co.

Railway Express Agency

Connecticut General Life Insurance Co.

Narragansett Brewing

Jacques Kreisler Jewelry Corporation

A FEW COMMENTS

Selling has been my business for many years. I believe any man whose income is determined by results would make one of his best investments by taking your course.

C.W.J. Postage Meter Co.

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One idea I got repaid me many times the investment I made in the course. The men in my organization continue to get excellent results.

F.S.T. General Agent Connecticut General Life Insurance Co.

Have had grand success from the course. Never having sold I was surprised to open a new account on my first trip over the territory. I was amazed when I opened sixteen new ones the second time over.

R.F.J. Davenport Hosiery Mills 100,000 salesmen—veterans, recruits, executives—have powerized their sales presentations with the famous Jack Lacy Course in top-bracket Salesmanship. These salesmen represent scores of America's leading companies—both large and small. A few are listed on the lefthand side of this page.

To the veteran salesman the Jack Lacy Course is a powerful refresher, giving new effectiveness to old selling methods. For young salesmen it saves years of discouraging "trial-and-error selling" and makes big producers of them in a fraction of the usual time. For executives it is a goldmine of selling ideas—completely organized, ready to use in your business.

Now this famous sales training program is available to you, and to your salesmen, on a no-cost-if-not-satisfied basis. Just mail the coupon below for full details and a free copy of the Jack Lacy Sales Presentation Powerizer.



Jack Lacy

"America's Ace Trainer of Salesmen,"
Jack Lacy's training has been used by
100,000 salesmen as a stepping stone to
greater success. Among those who reported increased earnings after taking his
training are salesmen and executives of
scores of America's leading companies,
A few are listed in the panel at left.

Be Prepared for Tough Selling With A Force of Top-Bracket Producers

There are strong indications that the battle for sales is about to begin. When the gong sounds, there won't be time for you to start to begin to commence getting your salesmen ready. You'll need trained salesmen—hard-hitters—who can come out swinging.

A "knowledge of your business" isn't enough. That alone doesn't make top-bracket salesmen. To hit their peak your salesmen must also have

skill, selling skill. In addition to product training they also need practical training in how to SELL. The Jack Lacy Course will give them this training FOR YOU. And when Jack Lacy says "training" he doesn't mean theoretical stuff; he means experience-tested, "here's exactly HOW to get the business" guidance.

Send for this Free Presentation Powerizer

Jack Lacy wants to tell you how your salesmen can get this training on a nocost-if-not-satisfied basis. He also wants to send to you a free copy of his "Presentation Powerizer" which tells seventeen ways you can add selling power to your presentations. All you do to get this free Powerizer and details about the Jack Lacy training is mail the coupon below. Saleswise, it's quite likely that "it's later than you think." Don't wait until it is too late! Mail the coupon today!

Lacy Sales Institute, Dept. SM2, Chamber of Commerce Bidg., Boston 10, Mass.

LACY	SALES	INSTITU	JTE		
Dept.	SM2, (hamber	of	Commerce	Bldg.
Boston	10, M	lass.			

Please send me, without cost or obligation, a copy of Jack Lacy's Presentation Powerizer showing seventeen ways to add selling power to my presentations, and full information about your course in "Advanced Salesmanship" which I can take on a no-oost-if-not-satisfied basis.

Name			 		 	0		 0	0	0 1		۰			0					0	0 0		9			0	•			0		. 4
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ARE YOU PROTECTING YOUR SALES PERSONNEL SELECTION AND TRAINING DOLLAR?

As a sales executive you are undoubtedly using many modern tools of your profession. But have you given full consideration to the possibility of reducing your personnel selection and training cost by separating it from the element of chance?

Just as sales analysis is an important factor in your production and distribution planning, psychological analysis should be an important part of your sales planning. It can not only control the costly margin of selection error, but can result in a program for improving salesmen and sales supervisors already on your payroll.

A request to us will bring full information on the use of testing by other sales organizations, and will tell you how to set up a program which you will direct, and which will be tailored to meet your specific sales needs.

SADLER, HAFER & ASSOC.

Personnel Management Counsel

333 N. Michigan Ave.

Chicago I, Illinois

ANDover 1607

large stores which had built up the co-op fund.

Under the Selective Area plan, the small dealer can have his name and address signed to hard-hitting local copy which would cost him up to 25 times as much (per effective reader) if he bought it himself, and, while some other dealers are listed, no competing dealer within his own trade area is identified with the same advertisement at the same time.

The *Tribune* published Selective Area advertising in its five Sunday metropolitan sections, which have been providing a broad type of neighborhood coverage in five Chicagoland regions for the last 20 years, and thereby supplies what is in effect a double circulation breakdown. The Selective Area technique pinpoints the various dealer trading zones within each of the five metro-

politan section regions.

Each Tribune metropolitan section has a circulation of some 200,000 and covers an area containing approximately a million residents. In newspapers which have such split runs the distributor changes the dealer lists for each run, arranging them so that each dealer is listed only in the run covering his part of the city. Thus, when an advertisement in the Tribune carries the names of seven non-competitive dealers in each section, 35 dealers are sharing the entire city and suburban coverage. However, since only a few cities in the country have a million residents or more, split runs comparable to the Tribune's metropolitan sections seldom figure in Selective Area operations. In most markets the entire newspaper circulation can be considered as a unit with the Selective Area technique spotlighting each dealer's trading zone within the over-all coverage.

In each case the manufacturer first divides the area to be covered into newspaper circulation packages suitable to his dealer organization. In a market of 100,000 to 250,000 persons, for example, circulation packages of approximately 7,000 each have proven feasible; a market of 250,000 to 500,000 residents can be divided into packages of 10,000 circulation; a market of 500,000 population and more can be divided into packages of 20,000 circulation.

An area with 400,000 residents and a newspaper circulation of 100,000, for example, might be divided into 10 trading zones, in each of which the newspaper provides a circulation of 10,000. A manufacturer might have 40 dealers in such an area. Each advertisement could carry the names and addresses of 10 dealers without any one of these dealers in-

tringing upon the trading zone available to another dealer. In a series of four advertisements, all 40 dealers theoretically might take part in the campaign, each with exclusive use of the newspaper's circulation within his own trade zone when his name is published with the advertisement.

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In actual practice the Selective Area technique distributes participation more equitably than that, however. Each dealer participates in a series of co-operative advertisements in direct proportion to his share of co-operative advertising allowances which he has built up through his own sales. Consequently, some dealers who lead in sales may participate in most of the advertisements of an extended series; the names of others, whose sales have lagged, may appear in only a few. Staggering of dealer participations in order to provide equitable assistance according to co-op funds earned by sales volume and to avoid overlapping of trading zones in the publication of any single advertisement easily can be worked out within each organization by the manufacturer, distributor, and the advertising agency handling the account.

Cost Breakdown

advertising schedules are All placed and controlled by the manufacturer through the distributor. The manufacturer thus maintains control of his co-operative advertising; the distributor gets big-space promotion which he can merchandise to the dealer. The manufacturer may pay 25% of the cost, the distributor 25%, and the participating dealers the remaining 50% on a pro-rata plan in which the circulation of the newspaper (or, in the case of the Chicago Tribune, the circulation of one of its five metropolitan sections) is shared by from 6 to 30 non-competitive dealers. In this way the plan permits each individual retailer to purchase on a pro-rata cost basis the exclusive use of 6,700 to 33,000 circulation in his immediate trade

In a Zenith Radio Corp. schedule, for example, seven non-competing dealers participated in the publication of each full-page advertisement in each of the five metropolitan section divisions of the Chicago and suburban area. Each dealer thus utilized approximately 29,000 exclusive circulation. The cost, on the basis of seven dealers per metropolitan section page per Sunday, follows: Full page cost in each section, \$644.80; factory-distributor share, \$322.40; cost per full page per dealer, \$46.06.

The Zenith Radio Corp. not only utilized the Selective Area technique in Chicago, but also recommended it to newspaper publishers and publishers' representatives at a Chicago meeting in July and later used it in 189 newspapers on a nation-wide basis. Newspaper circulation in each market was analyzed individually so that exclusive circulation packages could be provided for dealers.

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Walter Daily, until recently advertising director of Bendix Home Appliances, Inc., was among the first to recognize the potentialities of the Selective Area cooperative advertising technique. Bendix first used it in the Chicago Tribune in October, 1946.

In a letter to R. C. Swank, of the Chicago Tribune's General Advertising Department, Mr. Daily predicted increased use of the plan. "You undoubtedly know that the Chicago Tribune's full-page plan—with adaptations, of course—has spread throughout the United States," said Mr. Daily. "Because of the idea, which, unless I am mistaken, started with us on an aggressive basis, the entire washing machine industry has adopted the full-page idea. It will undoubtedly spread to the refrigeration business and perhaps to others as well."

By November, 1947, a year after publication of the first Selective Area advertising for Bendix Mr. Daily's forecast that the technique would expand was burgeoning into fact. During that month alone the Tribune published 67,490 lines of cooperative advertising developed by 20 advertisers along the Selective Area pattern. Bendix Home Appliances, Zenith Radio Corp. and other firms were basing their extensive co-operative schedules on the Selective Area formula in order to give local dealers throughout the country the benefit of big copy. General Electric Co. was spearheading use of the Selective Area technique in the four-color field with a series of advertisements identifying General Electric dealers with full-page color displays.

Small Dealers Benefit

"This plan is simple and direct," Fred A. Parnell, advertising and sales promotion manager of the Radio Receiver Division of General Electric Co., told Editor & Publisher recently. "It puts advertising dollars to work where they are most needed—building up the smaller dealers who are responsible for a large share of our retail radio business."

In addition to the obvious benefits which it offers throughout all brackets of a selective dealer organization, Selective Area advertising has

created new opportunities in the advertising agency field. Quick to recognize these are such firms as Bruce B. Brewer & Co., Burnet-Kuhn Advertising Co., Campbell-Ewald Co., Inc., The Cramer-Krasselt Co., Cruttenden & Eger, Advertising, Fuller & Smith & Ross, Inc., McFarland, Aveyard & Co., MacManus, John & Adams, Inc., Maxon, Inc., Tatham-Laird, Inc., J. Walter Thompson Co., and others.

Tatham-Laird, Inc., handled the preparations for the inaugural use of the Selective Area plan in the *Chicago Tribune* by Bendix, and since that time has become so enthusiastic about the possibilities that it has developed a new co-operative advertising department within the agency.

Pioneering of new co-operative advertising techniques has not been without difficulties, but many of the special problems now appear to be nearing solution. A smoother blending of the general educational copy for the manufacturer and the point of sale copy for the dealer is being perfected; layouts which incorporate dealer identifications as integral parts of the advertising copy are being devised.

Possibly the best indication of Selective Area advertising effective-

FIELD DEMONSTRATION BY SALES EXECUTIVE

To introduce a new point of sale display tape, Sales Manager Earl B. Swan of the Buffalo, New York, Division of Fairmont Foods demonstrated the ease of application in a store location.

The colorful self-adhesive cellophane produced by Topflight Tape Company was applied to a display case in the store of The Raymond P. Weil Produce Company in Buffalo. Members of Mr. Swan's staff were shown how easily this tape can be applied at the exact place of product display.

The time-saving element of instant application to any clean dry surface was stressed. Note the small dispenser in Mr. Swan's right hand. It holds a roll of tape with more than 50 twelve inch display strips. A cutting blade is part of the dispenser. Finger tip pressure is all that is needed to make the tape adhere.

TOPFLIGHT TAPE CO.
HUBER BLDG. • YORK, PA.



ness is the enthusiasm with which it is being embraced in a single market. A total of 35 advertisers already has invested some \$400,000 in Selective Area advertising published in the Chicago Tribune. Firms which have been using the plan in Chicago include: Admiral Corp., Apex Electrical Manufacturing Co., Bendix Home Appliances, Inc., Bendix Radio Division of Bendix Aviation Corp., Century Engineering Corp., Warwick Manufacturing Co. (Clarion Radio), The Coleman Co., Inc., Crosley Corp., Enna Jettick Shoe Co., Eureka Division of William

Corp., Farnsworth Television & Radio Corp., Garod Radio Corp., General Electric Co., Gibson Refrigerator Co., Horton Manufacturing Co. (Ft. Wayne, Ind.), Howard Radio Co., F. L. Jacobs Co., Major Appliance Division (Launderall), Majestic Radio & Television Corp., The Maytag Co., Norge Division of Borg-Warner Corp., Electric Vacuum Cleaner Co., Inc., Rumsey Products, Inc., RCA Victor Division of Radio Corporation of America, A. O. Smith Corp., The Sparks-Withington Co. (Sparton Radio Auto Parts), Titeflex, Inc., (Steam-

O-Matic irons), Lakeside Aluminum Co. (Streamliner Pressure Cooker), Stromberg-Carlson Co., Templetone Radio Manufacturing Corp., Landers, Frary & Clark (Universal Radio), Westinghouse Electric Corp., The Yale & Towne Manufacturing Co., Zenith Radio Corp., Philos Corp., St. Charles Manufacturing Co., Wilcox-Gay Corp., The Brunswick-Balke-Collender Co.

Additional Fields Covered

Forecasting of an extension of the Selective Area operation to encompass additional lines as the buyers' market expands may be premature. However, the technique has solved many of the vexing problems of cooperative advertising for appliance firms and may provide answers to some of the difficulties in other fields as well. At least one major shoe manufacturer has been favorably impressed by results obtained in testing it for his organization. The technique obviously is applicable to automobiles, construction materials, building equipment, and sporting goods. It may be usable in the men's, women's and children's apparel lines, in marketing toilet goods, and in many other fields.

Mr. Swank likes to point out that a manufacturer with a selective dealer organization can buy 500,000,000 advertising impressions in 15 markets representing 49.55% of the Nation's sales volume by investing \$350,000 in the Selective Area plan.

Under this program the \$350,000 would be matched by distributors, and the combined investments of the manufacturer and distributors would be matched by dealers to provide a \$1,400,000 advertising fund. With this sum, says Mr. Swank, "the manufacturer and his dealer organization could develop 50-page campaigns in the Chicago Tribune, The News (New York), Los Angeles Times, The Philadelphia Inquirer, The Detroit News, Cleveland Plain Dealer, The Boston Globe, Washington Times-Herald, San Francisco Chronicle, The Sun (Baltimore), St. Louis Post-Dispatch, The Pittsburgh Press, Minneapolis Star and Tribune, The Milwaukee Journal, and Buffalo Courier-Express." Other newspaper men, advertisers and agency executives might have different ideas about cities and newspapers to be used.

Since the combined circulation utilized in such an advertising schedule would total approximately 10 million, the manufacturer not only could achieve nation-wide advertising impact in his key metropolitan markets, but could at the same time tie up his product with a nearby retail point of sale some 500,000,000 times.



Will He Buy YOUR BRAND In St. Paul?

St. Paul Shoppers BUY by BRAND*. Repetitive brand sales result from repetitive advertising . . . in the ST. PAUL DISPATCH-PIONEER PRESS which blankets the St. Paul half of the 9th Market.

St. Paul is buying more and more. Federal Reserve Index shows St. Paul Department Store Sales as leading the Nation in increases for the first six months of this year over last year.

*FREE—The "1947 Dispatch-Pioneer Press Consumer Analysis of the St. Paul Market." Write for this 176-page book showing the brand preferences of 3,000 families for 1,536 products.

RIDDER-JOHNS, INC. NEW YORK CHICAGO DETROIT ST. PAUL
342 Madison Ave. Wrigley Bldg. Penobscot Bldg. Dispatch Bldg



BUYERS OF PRINTING

RUYERS OF Mational and Local

Should Know What

Should Know What PRINTING PRODUCTS CORPORATION

Can Do For Them

Equipment and Organization is unusual — Operation is Day and Night. Printing Counsel is given on Economical Production and Proper Quality, Advertising Counsel is given on Methods, Copy and Illustrations.

SPECIALISTS IN THE PRINTING OF

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CATALOGS - PUBLICATIONS

and printing requiring the same kind of equipment and organization to produce, such as Booklets, Price Lists, Flyers, House Organs, Convention Dailies, Proceedings of Conventions, Directories, College and Institutional Year Books, Paper Covered Books, Larger Quantities of Circulars, etc.

THERE is a large volume of the kind of printing Printing Products Corporation is best equipped and organized to produce, so if in doubt, it is best to write or phone what is wanted and information will be promptly given.

Here is complete equipment and organization to handle all or any part of printing orders in which we specialize—from ILLUSTRATIONS and COPY to MAILING.

Printing Products Corporation has system. No orders get lost or sidetracked. Each order is assigned to an experienced executive who watches and follows the order from receipt of cuts and copy until delivered.

Business methods and financial standing are the best, which statement is supported by customers, supply houses, credit agencies, First National Bank of Chicago and other banks. Dun & Bradstreet, Inc., rates Printing Products Corporation and associates over \$1,000,000 bighest standing.

Proper Zuality

because of up-to-date equipment and best workmen.

Quick Delivery

because of automatic machinery and day and night operation.

Right Price

because of superior facilities and efficient management.

A printing connection with a large, reliable printing establishment will save much anxiety regarding attentive service, quality and delivery.

A large, efficient and completely equipped printing plant. (The former Rogers & Hall Company plant)

New Display Type for all printing orders.

Clean Linotype
Monotype and Ludlow
typesetting.

All Standard Faces
of type and special
faces, if desired.

Good Pressworkone or more colors.

Facilities for Binding as fast as the presses print.

Mailing and Delivery service as fast as copies are completed.

A SAVING is often obtained in shipping or mailing when printing is done in Chicago, the great central market and distributing point.

WE ARE STRONG ON OUR SPECIALTIES

Printing Products Corporation

LUTHER C. ROGERS
Board Chairman and
Management Advisor
L. C. HOPPE
Vice Chairman
and Managing Director
A. R. SCHULZ
President and
Director of Sales

PRINTER SPECIALISTS

Artists · Engravers · Electrotypers

Telephone Wabash 3380—Local and Long Distance Polk and La Salle Streets, Chicago 5, Illinois H. J. WHITCOMB
Vice President and
Assistant Director of
Sales

L. C. KOPPE Secretary W. E. FREELAND Treasurer

Capable of taking on your

(How LIFE's local impact matches the retail sales pattern)

Advertising in LIFE, as this chart shows, sells hardest where the sales opportunities are greatest.

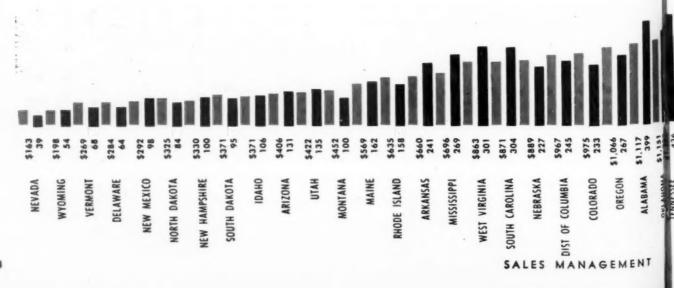
So if it's thorough coverage you want, let LIFE do the sales job thoroughly.

LIFE's vast audience—26,000,000 alert, able-to-buy Americans—is larger than the combined audiences of the two next biggest weekly magazines. With LIFE in your corner, you can be sure that your sales punch measures up to today's bigger market opportunity.

From LIFE's Continuing Study of Magazine Audiences No. 9

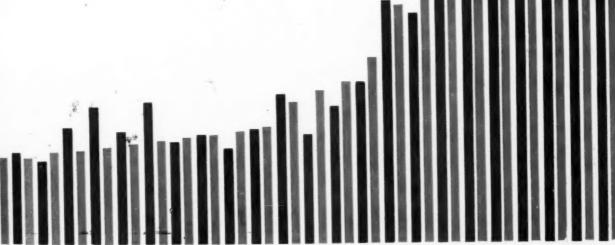
RETAIL SALES (in millions)

AUDIENCE (in thousands)



Wiggest sales job

26,000,000 READERS... PAID CIRCULATION 5,200,000



\$2,793 \$3,604 \$4,025 \$4,418 \$4,434 \$5,468 \$6.577 \$7,122 \$8,786 \$1,529 \$1,569 \$1,685 \$1,751 \$2,151 \$2,285 \$2,435 \$1,601 TEXAS OHIO ILLINOIS KENTUCKY 10WA KANSAS INDIANA MICHIGAN NEW YORK GEORGIA VIRGINIA FLORIDA

MARYLAND CALIFORNIA MISSOURI MASSACHUSETTS NEW JERSEY FINNSYLVANIA CUISIANA MINNESOTA CONNECTICUT WASHINGTON WISCONSIN WORTH CAROLINA

ALABAMA

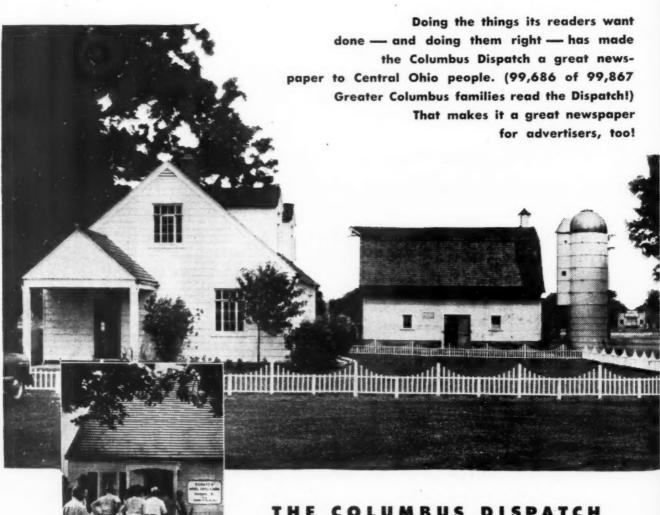
T

. . . witness the Dispatch Farmstead at the 1947 Ohio State Fair — a full-size farm home and barn, built permanently on the grounds, having every modern facility for better farming and better farm living - with a real farm family living in it!

doing Big Things may makes The Dispatch a Great Newspaper!

Did Dispatch readers want it? Did they "go for it?" Was it forcefully promoted? Well, 104,000 visitors

went through that farmstead in five days! - avidly asked questions and noted features. That's concrete proof that the Dispatch 1947 Farmstead was another big thing, done right!



COLUMBUS DISPATCH

Ohio's Greatest Home Daily

National Representatives: O'MARA & ORMSBEE, INC

NEW YORK

CHICAGO

DETROIT

LOS ANGELES

SAN FRANCISCO SALES MANAGEMENT

Secrets of a Happy Marriage Between Salesmen and Advertising

BY FRED B. CLARKE . Copy Chief, Alley & Richards, Inc., New York

In too many companies the right hand of sales knoweth not what the left of advertising is doing. Let's examine some simple ideas that can be put to work to get more sales into advertising—and more advertising into sales.

What steps can we take toward more effective co-ordination of advertising and selling functions?

In these or other words, this is a question that's being asked with varying degrees of urgency in many quarters today. You will hear this question ring through the offices of the advertiser—yes, and re-echo again in the meeting rooms of his advertising agency.

It's a question that cannot be ignored by either group in these days of rising costs, with advertising and selling expenditures necessarily reflecting the over-all upward trend.

In our attempt to answer this alltoo-persistent inquiry, we intend to employ a fundamental approach. We will begin by regarding advertising as a selling tool. Make it just as simple as that.

True, we have acquired a number of other definitions for advertising, particularly during the lush war years when selling was largely a matter of putting an item or dotted line anywhere within the buyer's reach. But for the sake of this discussion let's consider advertising a selling tool. A tool built to do a job.

And who can guide and help the agency planners in building that selling tool? Why not the men who will get a close-up of the tool's effectiveness in action? The men with sample bags and order blanks who will de-

pend on that tool to support and supplement their efforts. Why not the company salesmen?

One of the simplest ways to make this kind of guidance available to your agency creative planners is to allow them to sit in on your sales meetings. If possible, encourage sessions wherein the salesmen have an opportunity to sound off about the advertising.

Or, if bringing your men together this way isn't practicable, set up simple printed forms on which they can express their opinions of the advertisements. Have them give their reasons for feeling thus and so and transmit these viewpoints to the agency for consideration.

Bear in mind, however, that the "write it down" method has certain drawbacks. Some salesmen don't take to the written word as their favorite means of expression. Others will feel that the forms which ask for their written comment just represent so much extra paper-work and your project starts off with a black eye.

What is probably the most productive of all procedures is this: Arrange for informal meetings between your agency's creative people and members of your sales force. There are several good reasons for adopting this course. We have found, for example, that a salesman may be a bit hesitant to speak up in formal meetings. He may not consider himself sufficiently informed on certain aspects of advertising and, being human, doesn't want to risk having his lack of knowledge revealed. Or suppose he is a brasher type of citizen who does say his piece and shows himself to be misinformed on one or another point connected with advertising. The fact that he is shown to be wrong will tend to muffle others in the group. Again, various individuals may feel that the points they have to make are not significant enough to bring to management's attention and the discussion will suffer accordingly.

Yet the very type of man who will hold back at the meeting may, if circumstances allow him to speak freely and informally, bring to light angles of great value to those who know how they can be fitted into the advertising picture. Over the luncheon



"I've always sold intangibles!"

Sales Managers

DON'T GO IT BLIND!

SEE YOUR WAY WITH

Business Maps

OF SIZES AND
CONVENIENT
MOUNTINGS

What is your Sales Planning Problem?
Write us about it today.
We will send full information plus specific recommendations for your organization.



COMPANY, INC.

730 E. Washington St.

Indianapolis 7, Indiana

table, in a friendly chat, information of a helpful nature may be imparted.

Often in this way a salesman will mention his own sales approach, the methods he has found successful in arousing a prospect's interest or in overcoming his resistance. The good salesman is creative-minded and will often hit on highly ingenious and unquestionably effective means of presenting a product's virtues.

In doing this, it is interesting to note that he is, in effect, acting out one of the basic principles of sound advertising copy: Show the product in action—by the use of pictures and words; demonstrate the product's efficacy in dramatic, persuasive fashion.

Here, particularly, where we see so close a merging of the techniques of selling in print and selling in person, why not compare notes? It's probable that your alert salesman will suggest ideas, based on personal experience, which will add immeasurably to the selling power of the advertising.

Salesman as Reporter

Another point to be considered is that the salesman, fresh from the field, has a knowledge of current conditions which may be used to good advantage by the agency man. The part a salesman plays as reporter is especially valuable for the business which does not set up appropriations for market research. The same is true in instances where the advertising budget is insufficient to permit the agency to hire a merchandising and sales promotion man whose time can be spent in the field working in the advertiser's interests.

Why overlook the personal and friendly relationship which your salesman enjoys with so many in the trade? Through this, he will often become the recipient of information which would not be revealed to an outsider, or through surveys or conventional research techniques.

The trade, in many cases, will let its hair down to your salesmen in reacting not only to your product, pricing, etc., but to your advertising—yes, and to your competitor's. What success has Competitor X had in bearing down on the price angle? Is that new angle being featured by Competitor Y building more demand for his product? And how is that new display idea of Competitor Z going over—should we be giving more attention to point-of-sale material? Timely and significant information—how valuable it can be in planning more effective advertising!

Thus far we have portrayed the salesman in his role of guide and

helper for the agency's creative staff. Now let our spotlight turn more directly on the agency man. Let us assume he has been busy with the numerous activities that go into preparation of an advertising campaign. Being a sales-minded individual, he has made full use of the salesman's cooperation. He and his associates at the agency have developed a sound advertising campaign. From that standpoint we may consider the selling tool to be complete. What, then, is next?

Well, one of the primary responsibilities of the agency man is to work with the sales manager or advertising manager in generating enthusiasm for the advertising. And, in bringing the salesmen into the creation of the advertising, in making use of the salesmen's knowledge along lines suggested here, important steps have been taken in working up the salesmen's enthusiasm.

We should insert here, parenthetically, that whenever any part of the advertising program—idea, copy angle, choice of media or any related strategy—stems from a salesman's suggestion, by all means acknowledge the contribution. Make special mention of it at sales meetings, in bulletins and in the company house publication, if you publish one. At all times make the salesmen feel that they are in on the thinking and conception of the advertising and you can expect a correspondingly greater interest in and support for the ad-

Real Selling Job

vertising.

That means you're going to see the salesmen studying their advertising more carefully. The feeling that "the agency is out to do a real selling job" quickly manifests itself. The advertising, which might otherwise have been regarded as prepared by a group of people who didn't seem to know or care much about the salesmen's problems, takes on new significance.

The salesmen see their advertising as a selling tool. They want to use it, to realize its fullest potentialities. They are eager to absorb information which it is the agency's duty to give them: factual information which will enable the salesmen to present their story, to make the most profitable use of the advertising campaign.

Following this policy means making it clear to the salesmen why your advertising takes one form rather than another. To be specific, if research studies showed that one copy technique proved to have the greatest appeal, point that out to the salesmen. But do not point it out with

Cuticura's 1-Minute Announcements

THOUSANDS

OF HOURS

of profitable

SPOT RADIO

SELLING!

Cuticura Spot Announcements are in there selling...day after day... week after week... month after month. You can hear them regularly on leading stations in leading markets from coast to coast building sales volume on Cuticura Soap and Ointment.

And you can be sure it pays because Potter Drug & Chemical Corporation has been using Spot Radio that way for more than 10 years.

Think what that kind of advertising adds up to . . . literally thousands of hours of broadcasting to millions of listeners. And every minute of it is selling time . . . on carefully selected stations . . . at carefully selected times.

Then, think what that kind of advertising adds up to in sales results. And see your John Blair man about Spot Radio today.

Cuticura advertising is handled by Atherton & Currier, Inc., New York SPOT RADIO
SELLS
THE MILLIONS
THAT BUY

JOHN BLAIR E COMPANY

Cuticura

Offices in Chicago . New York . Betroit . St. Louis . Los Angeles . San Francisco REPRESENTING LEADING RADIO STATION

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words alone. Set up exhibits, enlarged photostats showing the different campaign angles which you considered and tested. Explain the nature of the tests. Let the men know how your conclusions were reached.

When presenting such information to the salesmen, don't shy away from high-spotting what might at first thought seem rather obvious to you. If, for instance, your advertising campaign features a theme which is to be incorporated in a point-of-sales display, or a phrase which can be used by retail salespeople, emphasize this fact to your salesmen. Impress

upon them the advisability of passing this along to the dealer or retailer. The retailer, standing as he does in the vicinity of the cash register, has a dollars-and-cents appreciation for advertising and makes an intelligent attempt to carry through.

It is also desirable to brief your salesmen on the basic reasons why your company uses one advertising medium in preference to another. Nobody expects every salesman to be a qualified expert on media, but there's no harm in readying him for situations he is almost certain to encounter in the field.

If the bulk of your appropriation is in radio, explain why your advertising message is consigned to the airways. Ditto for newspapers, outdoor advertising, or car cards. Or. if magazines are the medium of your choice, tell why, specifying the reasons if certain types of magazines are selected as best suited for the job in hand. Above all, have the salesmen ready for that question heard so often from dealer's lips, "Why don't you give me some advertising here in my own town-in the newspapers I know my customers read?" If the foregoing sounds too elementary, just pop that last question at your salesman and see if their answers rate a perfect score.

Get Dealer Tie-In

It is well to remember that the extent to which dealers will tie in with your advertising is often in direct ratio to the skill and enthusiasm with which your salesmen present your advertising program. Give your salesmen the right informative ammunition and your product has the better chance to win that coveted display space in windows, in store interiors, on counters. Other things being equal, your product will be the one which the dealer will push, yours the product which will be backed by his newspaper, radio, direct-mail efforts or other forms of canvassing. Think of what that dealer support means in extra sales volume and you can better appraise the worth of procedures which send your men forth equipped to sell the advertising wherever desirable.

All along the line you will see and feel the advantages of this closer correlation between advertising techniques and person-to-person selling. Sales staff and agency, through a constant exchange of ideas, keep on their toes. Each individual in either group will arrive at a truer evaluation of the other's worth; each will sense that through cooperative teamwork his own productivity is heightened. What's more, in establishing a more effective selling too, and in raising the performance levels of adman and salesman, a greater purpose is being served: that of lowering distribution costs, bringing goods and services within reach of greater numbers of our population.

COMING . . .

"How to Get Your Product into Department Store Windows," by James C. Cumming, John A. Cairns & Co.



BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher
"Western New York's Great Newspaper"
KELLY-SMITH CO., National Representatives



...like California without the

illion ollar

SINCE THE DAYS OF THE '49ers

... the name McClatchy has been in the journalistic field in California. James McClatchy worked on Horace Greeley's Tribune, and when Greeley aid "go West, young man, go West," McClatchy took him at his word. From 1849 to 1857, took him at his word. From 1849 to 1857, took him at his word. From 1849 to 1857, took him at his word. From 1849 to 1857, took him at his journal with newspapers in the Sacramento Valley. In 1857 he founded The Sacramento Bee, writing in his inaugural editorial: "The object of this paper is not only independence,"

but permanence."

This year, as California observes the Centennial
of the Discovery of Gold, The Sacramento Bee,
The Fresno Bee and The Modesto Bee join in with
special pride.

ollar alley of the ees

OLD LURED MEN to this part of California. And made many of them rich. But what makes general prosperity in the Valley of the Bees today is a healthy variety of enterprises. Farming, lumbering, mining, manufacturing and processing add up to nearly 2 billion in buying power... support an annual retail trade that tops San Francisco's by 250 million.*

Yes, these prosperous Valley people ought to be good customers of yours. And they will be if The Sacramento Bee, The Modesto Bee and The Fresno Bee are on your Çalifornia schedule. In an area containing three quarters of all the Valley's buying power, these three McClatchy papers far outcirculate and outsell all competition—local and West Coast.

*Sales Management's 1947 Copyrighted Survey

c latchy

ewspapers

National Representatives . . . O'Mara & Ormsbee, Inc. New York * Los Angeles * Detroit * Chicago * San Francisco



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE

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EVERY SUNDAY IN PICTORIAL REVI COMMANDS

TALENT! A star-studded cast of artists and writers. TERRIFIC YOUR CHOICE of TEN GREAT MARKETS. Take one, take all.

FITTING YOUR ADVERTISING to your MARKET OPERATIONS.

PRODUCT AND ITS ADVANTAGES TO MORE THAN Families who read! Families who buy!

In Over 62 Million Homes from Coast to Coast

COVERING 10 MAJOR MARKETS THROUGH THE SUNDAY ISSUES OF

New York Journal-American

Chicago Herald-American

San Francisco Examiner

Baltimore American

*Milwaukee Sentinel

Seattle Post-Intelligencer

Pittsburgh Sun-Telegraph

Boston Advertiser

Detroit Times

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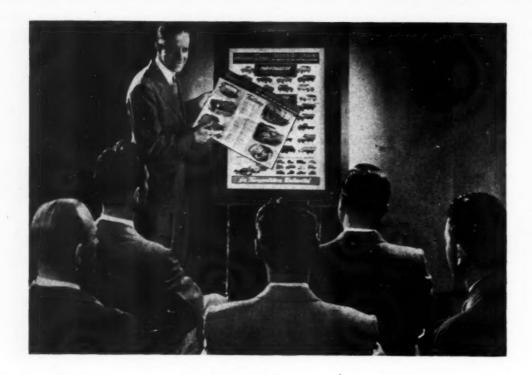
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Los Angeles Examines

(*Milwaukee Sentinel represented for Pictorial Review only)

Represented Nationally by HEARST ADVERTISING SERVICE



Millions of Mailings Back Chevrolet Truck Salesmen

To insure month-in-month-out cultivation of customers and prospects, Chevrolet routes its promotion to a million-name list as a supplement to personal calls. Its mailings win approval from customers and dealers.

THRIFTHASTER

LOADMASTER

LOAD

NO SUGAR COATING: Chevrolet doesn't disguise its mailing pieces, but bids for readership through excellence of ideas. Each mailing spotlights one sales point.

Launched in March, 1936, Chevrolet's truck direct-mail program now is "bigger and better than ever," according to executives of the Commercial and Truck Department of Chevrolet Motor Division, General Motors Corp., Detroit.

The thousands of Chevrolet dealers who cooperate in the program think so, too, if one may base an opinion on the extent of their cooperation and on their voluntary reports of its effectiveness. When the program first got underway nearly 12 years ago, mailings were directed to only a few hundred thousand truck owners and prospects. Since then the list has grown steadily until it now includes over a million names.

Even the third party concerned—the prospect—seems to like it. A surprisingly large number of addressees make inquiry when they fail to receive the mailings. Others who have been away or who have been dropped for one reason or another ask to be placed on the mailing list again. And quite a number have revealed that they preserve the mailing pieces and have accumulated large numbers of them over a period of years.

Chevrolet's truck sales executives look upon each mailing piece as a supplementary salesman, calling upon more than a million prospects. Sel-



Here's a multi-billion dollar market that's sitting on top of the world, with automobile production and factory employment sky-high! Wages in over 400 Detroit manufacturing plants averaged more than \$63 weekly in November 1947—highest among the nation's big-five cities. Despite a record output, production of new cars and trucks still can't keep pace with the world's demands . . . and all indications point to a short supply way beyond '48.

To sell your product effectively and economically in this wealthy market, use The Detroit News, Detroit's Number One newspaper . . . first in retail trading area circulation, weekdays and Sundays . . . first in homedelivered circulation . . . first, by far, in local, general and classified advertising lineage. Through The News alone, you reach 63% of Detroit's effective buying income!*

(*Detroit News Quinquennial Survey)

Total Weekday Circulation 423,493 Total Sunday Circulation 538,751

Național Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17-The John E. Lutz Co., Tribune Tower, Chicago 11



dom have truck orders been signed as the result of just one contact, they point out. The make and model selection usually is the result of many pre-selling or re-selling contacts. A good product teamed up with consistent selling contacts has won leadership for Chevrolet; a steady barrage of direct-mail contacts month after month with more than a million truck owners helps to keep Chevrolet in front.

To this end, Chevrolet provides each of its dealers with a card file of all truck operators in his community. The list is revised each year in accordance with truck registrations. This list is classified to show at a glance those who own five or more trucks and those who own less than five. The make, age and capacity of all trucks owned are typed on each card.

In addition to the card file, each dealer is given duplicate copies of the owner list in manuscript form, with owners similarly classified.

Salesmen are limited in the number of calls they can make, and they may not be able to see some of their prospects as often as might be desired. They may not be able to keep truck owners mindful of Chevrolet truck features and values or of the facilities of Chevrolet dealers for servicing their trucks. Something more is needed, and this something more is supplied by a continuous direct-mail program which serves as an auxiliary salesman who makes monthly calls on each truck owner.

Planning of Campaign

This is no mere figure of speech. It would be if the Chevrolet Truck direct-mail program were just a routine, ready-made one—but it isn't. Chevrolet management actually does consider each mailing piece as a silent salesman, designed to do that vital supplementary contacting job, and each message is prepared accordingly. So important do Chevrolet executives consider this that they plan each mailing piece themselves, and they do so from month to month, instead of preparing an entire years' program in advance.

One of them explains: "In preparing a mailing piece, we put ourselves in the position of the truck salesman who is making actual calls on prospects and try to talk to these prospects just as we would if we were face to face with them.

"Trucks are not bought on impulse; they are bought only after mature consideration of all the features, in the light of the prospect's hauling needs. Now, there are many such features-too many to be covered at any one sitting, unless the prospect is about ready to sign up and wants to review them all. In practice, therefore, the successful truck salesman, in making regular contacts, selects some one feature of his product, discusses that with the prospect, and leaves his card. On another occasion he will discuss some other feature and leave his card. In this way he is keeping the prospect reminded of Chevrolet's notable features and of his local Chevrolet dealer.

"So in planning our direct-mail messages, we undertake to make some one impressive point and leave our card, the 'card' in this case being the dealer's imprint on both front and back of the piece.

"We could lay out the program for a year or more in advance. We could have the mailing pieces prepared and could go out and show them to the dealers to impress them, but that would destroy the freshness and timeliness of the sales messages. It would prevent us from adapting them to any new developments that might arise.

"Conditions are always changing. We usually have the same line of trucks to sell throughout the modelyear, but the alert salesman will vary





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why, money is where people are

AND PEOPLE, Dear Reader—34,057,161 people, 1/4 of the nation—can hear WOR!

There are more people in WOR's regular listening area than in the area of any other station in the land. People with \$35,249,682,000 to spend every year.

If you want to barter your product or service in exchange for a lot of their money, you'd better call WOR pronto and say, "Look, I want some of that time of yours at the very low cost for which it sells. You see, I want action f-a-s-t in 430 counties in 18 states."

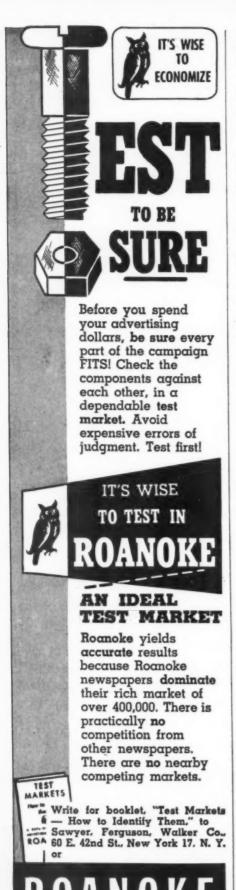
And does WOR get action? Listen: One man who makes a product that bucks some of the stiffest competition in the land bought WOR for one day a week; one day, mind you. One announcement sold 5,000 units of his product in 2 days—and WOR was the only advertising used! 21 announcements sent 5,000 people into this man's stores for a free picture offer and 90% of the people made c-a-s-h purchases.

That, sir, is a sample of what WOR can do for you.

WOR

... heard by the most people where the most people are

MUTUAL



SAWYER . FERGUSON . WALKER CO.

National Representatives

his approach and his presentation to take advantage of any recent changes in conditions.

'For these reasons, we prepare our direct-mail from month to month, keeping only far enough ahead to make sure that we'll be able to get them out on time.

"We get ideas from many sources. Dealers many times offer very good ones, as do dealers' salesmen. As a rule, though, when we begin to plan a direct-mail message, we literally undertake to place ourselves in the position of truck salesmen and say to ourselves, 'Now, if I were out in the field, actually calling on truck owners, what would I tell them next month?' There are always seasonal factors, of course, but there are also others, and we want to make our call, whether personal or by mail, as effective as possible.

"We decide on the theme, write the copy, get the whole presentation pretty well roughed out, then we call in a layout man. We go over the copy with him and explain what we have in mind, discuss the art work to be used, consider any suggestions which he may have to offer, and so on. He then prepares the layout, we make final changes, then he has the cuts prepared and the job is ready

for the printer.

"These mailings have done a tremendous job of maintaining regular contacts. They have kept truck owners well informed on Chevrolet truck values. They have kept the dealers' names before their prospects. All in all, they have well served their purpose, which is to take the place of the salesman when he cannot call personally.

"Shortly before the mailings go out we send each dealer a copy of the mailing piece in a large, identified envelope, under first-class postage. This gives him a preview of the piece, reminds him of the mailing, and gives him an opportunity to call a sales meeting and discuss the current mailing with his salesmen. The salesmen go over the message point by point and many of them adopt the same theme for personal calls.

Formats Used

During the nearly 12 years Chevrolet has been conducting the program, a rather wide variety of mailing pieces has been used. Most pieces have been folders, with a few rotogravure circulars, but the sizes, paper stock, design of printing, and other details have varied, sometimes for the sake of variety, at other times to suit needs of the moment.

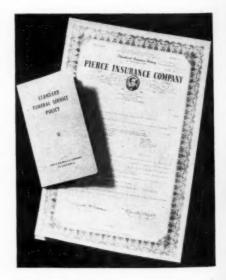
For the past 12 months, all mailings have been folders and all have been lithographed in four colors on special finish offset stock. Most of them have been 19 x 20 inches in size, folded three times into a piece which measures 51/4 x 91/2 inches; several have been larger and a few have been slightly smaller. All are profusely illustrated with both sketches and reproduced photographs.

No attempt is made to disguise the character of the mailings. They bear the dealers' imprints on both front and back and are further identified. in many cases, by both art and copy on the front.

Themes of mailings made in recent months include Chevrolet's complete line of trucks-the wide variety of models and the features of each model as well as its adaptability to specific hauling and delivery jobs. Other subjects covered by the mailings include such considerations as performance, operating and maintenance costs and driver comfort, all of which are important to truck buyers.

Chevrolet's Truck Direct Mail program is regarded by dealers who have used it consistently as a practical and extremely helpful supplement to the personal contacts of salesmen with truck users and buyers.

Chevrolet Truck Direct Mail is pre-pared by Campbell, Ewald Co.; litho-graphed by Calvert Lithographing Co.; imprinted and mailed by R. L. Polk & Co.-all in Detroit.



Pocket Policy: The familiar legalsize insurance policy has been superseded by a pocket-size, book-style policy form, issued by Pierce Insurance Co., Los Angeles. On the inside page is a book style index, neatly tabbing the entire contents of the policy by page number.



says Florence McKinney, Woman's Editor of Kansas Farmer



"In my contacts with home makers all over Kansas, I meet hundreds of people like Mr. and Mrs. George Mongold of Perry. Thousands of such Kansas farm families now are realizing lifelong dreams of comfortable farm living.

"The Mongolds have completely mechanized their 400-acre farm. They are proud of their new home, their mechanical corn picker, electric kitchen, pressure water system, electric water heater, modern furniture — all with famous brand names, nationally advertised. Certainly it is significant that they have been readers of Kansas Farmer for more than 40 years.

"The Mongolds are active in their Farm Bureau. Mrs. Mongold is a 4-H leader. It is only natural that they would look to a progressive, active farm publication to keep them abreast of things new in farming and farm living.

"Certainly, any manufacturer will find this a responsive medium for prestige and sales impact in this primary farm market, a market typified by the Mongolds."



A CAPPER
PUBLICATION
Home Office
Topeka, Kan.
Advertising
Offices
New York
Chicago
San Francisco
Kansas City



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Only \$95 to \$102 a month to place a factual advertisement for an industrial product in Industrial Equipment News... The spot where more than 52,000 selected specifiers and buyers for the larger plants in all industries regularly look for their current requirements.

Details? Ask for "The IEN Plan" and for IEN's new N.I.A.A. Report.

INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Company 461 Eighth Avenue, New York I, N. Y.

CCA



NBP

New Books for Marketing Men

Planning the Product by Dudley M. Phelps. Published by Richard D. Irwin, Inc. Price \$4.50.

Dudley M. Phelps is Professor of Marketing at the University of Michigan. He's devoted his book to recognition of the increasing importance of product planning as a co-ordinated function of marketing and production departments. Professor Phelps believes, rightly, that ease of selling is in direct proportion to excellence of product. Purpose of Planning the Product is, therefore, to analyze the fundamental principles and factors which govern the planning of a new product, the development and improvement of an existing product or related lines of products from the standpoint of the needs and desires of the ultimate consumer.

One chapter of particular interest is devoted to Brands and Trade-Marks. "After the physical characteristics of the product have been determined," says Dr. Phelps, "the next stop . . . is concerned with branding, packaging and labeling . . . a product is not completely produced until it is placed in the form in which it will arrive in the hands of the final consumer." Phelps goes into illuminating detail on such subjects as Brand vs. Trade-Marks, Types of Brands, Objec-

tives of Branding, Specific Branding Problems.

Market and Marketing Analysis by Myron S. Heidingsfield, Ph.D., and Albert B. Blankenship, Ph.D. Published by Henry Holt and Co. Price \$4.00.

This book is intended for two groups: students taking a course in marketing research and businessmen who buy, or otherwise make use of, commercial research. Since the book is written with intentional simplicity, the reader needs no specialized background. Scope of the book is limited to descriptions of methods for getting answers to many marketing problems which beset the manufactures, the wholesaler and the retailer, as well as the service groups which they often call in to counsel on the promotion and distribution of products. The book is divided into five parts, including Market Analysis, Marketing Research, and Special Applications of Research Technique. Dr. Blankenship is managing director of National Analysts; Dr. Heidingsfield is head of the Marketing Department, Temple University.

Industrial Plastics by Herbert R. Simonds. Published by Pitman Publishing Corp. Price \$5.00. Sample copies are available to plastics concerns for \$4.25, with quantity discounts ranging up to one-third.

Author Simonds has written this book to help plastics molders, materials manufacturers and others to develop new and better uses of plastics among their customers. He has devoted a considerable number of the book's 396 pages to information for designers and users applying plastics as engineering materials, and some 50 pages are given over to typical applications. The 10 leading types of plastics are discussed in detail.

Printer's Ink Refresher Course in Advertising, Selling and Merchandising by the Staff of Printer's Ink, with an introduction by C. B. Larrabee. Price \$4.00.

This guide to advertising, merchandising and selling is based on a series of articles which originally appeared in *Printer's Ink*. It provides facts on more than two-score advertising, selling and merchandising devices which have been successfully used. Some topics: how to find prospects for your product; how to create year-'round markets for seasonal products; tailoring the consumer contest to fit the problem.

Successful Sales Meetings (Dartnell Report Number 562). Published by The Dartnell Corp. Price \$7.50.

Here is a loose-leaf book which breaks down sales meetings, tells what makes them tick or die. It leaves no stone unturned, begins at the beginning with Purposes of Sales Meetings, ends with charts summarizing the experience of 90 companies. In between it dips into Annual Meetings, Meetings by Geographic Areas, Taking the Meeting to the Sales Force. If you ever have had a sales meeting, or expect to, this book should be of interest.



Our readers don't need outward trappings. They want help in running better homes. Our 100% service articles screen out casual readers, screen in 3,000,000 heavy-buying families who spend billions every year on everything that goes into homes. We'd like to show you how economical in results your story in BH&G can be.



AMERICA'S FIRST SERVICE MAGAZINE

Some of the National Spot Advertisers on WHBF---

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Leading QUAD-CITIES Station

Your advertising is in good company when you select WHBF-many of the nation's leading spot advertisers have chosen this station. They know from experience that WHBF delivers the listeners and produces sales results for their products.

Facts about the QUAD-CITIES

- Largest market in Illinois and Iowa,
- outside of Chicago.
 - Over 200,000 urban population.
 - Average income exceeded \$4,600 in 1946. • Over \$175 million in retail sales in 1946.

 - In the heart of the rich Corn Belt.

Located 180 miles from Chicago 250 miles from St. Louis—320 miles from Omaha—345 from Minneapolis. No outside station adequately covmiles

ers the Quad-Cities. WHBE

Les Johnson, V. P. and Gen. Mgr. Affilliate of Rock Island Argus LEVER BROTHERS

GENERAL FOODS

CONTINENTAL BAKING CO.

AMERICAN CHICLE CO.

PET MILK SALES CORP.

COLGATE-PALMOLIVE-PEET

R. J. REYNOLDS TOBACCO CO.

SWIFT & COMPANY

PROCTER & GAMBLE

VICK CHEMICAL CO. (Partial list)

Basic ABC 5 KW-1270 KC

THE BOROUGH FEBRUARY I, 1948

ILLINOIS

AWOI

EAST MOLINE



to be ignored

The golden nest eggs these 3,000,000 housewives and mothers will lay on the retail counters of America will be worth \$11 billion \$637 million in 1948:

\$4,462,000,000 for Food and Tobacco

\$1,795,000,000 for Clothing, Accessories, Jewelry

\$ 188,000,000 for Toiletries and Beauty Parlors

\$1,459,000,000 for Household Operations

\$ 140,000,000 for Drugs and Appliances

And you can find all 3,000,000 of them in Woman's Day's basket . . . living where 88% of all retail merchandise is sold . . . and 71% of them beautifully bunched in cities of 10,000 and over. At the lowest page rate per thousand of any women's service magazine, Woman's Day enjoys the greatest single copy sale (100%) of any magazine in existence! Other indications of vital editorial interest are (1) Woman's Day has

received, in a single year, more than 600,000 reader letters and more than 700,000 requests (without advertising inducement) for instructions. (2) Woman's Day boasts the greatest percentage of housewives and mothers of any women's service magazine.

(3) Woman's Day attracts the greatest concentration of price-conscious, economy-minded

(3) Woman's Day attracts the greatest concentration of price-conscious, economy-minded women in these United States. Advertisers who count costs court women who count pennies.

FOUND MONEY—Extravagance is no index of a prospect's worth. To the contrary... women who stoop to conquer the rising cost of living are your best prospects, today and tomorrow! The readers of Woman's Day find millions to spare for the products you advertise thanks to the "How To" editorial policy of this publication. When women take care of their pennies, you'll find your dollars take care of themselves. Found money is sound money.

THE MAGAZINE



because buying is a woman's business:

a Woman's Day is never done selling!

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NFSE

CHEVROLET

PERFORMANCE SAFETY

Specialized 4 Way Laboration
COMFORT

BEAUTY

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WHEN BETTER

RELIABI

Is It a Sin?

Published Monthly by the National Federation of Sales Executives





NFSE News

Published by

The National Federation of Sales Executives

Gothic Suite - Hotel Shelton Lexington Ave. & 48th St., N. Y. 17, N. Y. ROBERT E. HUGHES, Editor

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Hal W. Johnston - Executive Vice-President, Stecher-Traung Lithograph Company, Rochester, New York.

Dan Hudson - President, Family Reserve Insurance Company, Birmingham, Alahama.

C. Scott Fletcher - President, Encyclopaedia Britannica Films, Chicago, Illinois.

Paul Heyneman - Sales Consultant, San Francisco, California.

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Midwestern - Roy Warmee - Minneapolis-Honeywell Regulator Company, Minneapolis, Minnesota.

Western-G. J. Ticoulat-Manager of Sales, Crown-Willamette Paper Company, San Francisco, California.

International-Roydon M. Barbour - Saturday Night Press, Toronto, Canada.

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Herbert B. Carkin-President, Standish-Barnes Company, Providence, Rhode Island.

Frank P. Connolly - Sales Manager, Valentine and Company, New York, New York.

Ray T. Crowell - President, Rowe Paint & Varnish Company, Niagara Falls, New York.

M. F. Foeller - Division Commercial Manager, AT&T, Philadelphia, Pennsylvania. George D. McCormick - Manufacturer's Representative, Detroit,

Michigan. Harold W. Hirth - Sales Manager, Frankfurth Hardware Company,

Milwaukee, Wisconsin. Frank E. Waechter - Vice-President, Fairmont Foods Company, Omaha, Nebraska.

Stan W. Alford - Division Manager, Iron Fireman Manufacturing Company, Atlanta, Georgia.

C. C. Walther - General Sales Manager, Walther Brothers, New Orleans, Louisiana.

R. J. Jones - District Manager, Pittsburgh Plate Glass Company, Oklahoma City, Oklahoma.

James H. Carothers - Sales Manager, Hages, Limited, San Diego, California.

Mitchell Heinemann - Vice-President, Jantzen Knitting Mills, Portland, Oregon.

Club Action

In reading over the minutes of the recent Board of Directors Meeting we were struck by the number of NFSE projects which depend upon club action for their success. At the present time there are 16 such programs. This might seem strange to anyone who knew the Federation only through its name. But on further investigation it would soon be realized that this is the American way of doing things. The nations strength lies in its 48 states, not in Washington, D. C. The Federations strength lies in its local clubs, not in National Headquarters.

There are, of course, certain elements of the NFSE program which by their very nature must be coordinated through Headquarters. Obvious examples are the Legislative and the Industrial Relations Committees. But to be successful even these committees must lean heavily on the affiliated clubs and the individual members.

Success or failure for the National Essay Contest rests entirely with the clubs and their members. To date about 50 clubs are sponsoring the contest. Manuals for conducting the contest are in the hands of these clubs. They have also been supplied with sample publicity and talks, and with instruction folders for distribution to teachers and students. If the first two months are any indication the contest will attain its objective of interesting American youth in selling as a career. Whether or not the first two months are an indication will depend upon the degree of interest which the clubs maintain in their school systems.

With 16 such projects, many of them requiring action by several members of each club, there is a place for the talents of every member of the Federation. Indeed, one club recently wrote that it would be unable to participate in certain Federation activities because its members were already fully occupied with other elements of the Federation program. This situation, we trust, is an exception, but it is certainly a healthy sign. When every member of each club is actively participating in the NFSE program, the bright future of selling in America will be assured.

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News

Corporate Finance

FEDERATION COMMITTEE WORKS TO STRENGTHEN "VOICE OF SELLING"



PRESIDENT FLACK is chairman of the committee.

The 164 billion dollar question which, today, concerns every American – particularly every business executive – is: "How can we avoid another depression?"

It is with this 164 billion dollar question that American business is being introduced to the NFSE Corporate Finance program. To implement Scott Fletcher's plan for a stronger Federation (NFSE News, December) the Corporate Finance Committee was formed. Headed by NFSE President Gene Flack, the committee includes: Vice Presidents Al Schindler and Arthur Motley; C. Scott Fletcher, George S. Jones, and A. T. Danielson, all Federation directors. The committee has developed a program under which corporations are invited to participate in NFSE activities.

By obtaining financial support from corporations the Federation will be able to develop the staff and committee operations necessary to make NFSE services to the individual club members the most constructive of all existing associations. It is acknowledged that the Federation is the national voice of selling. The program will insure that the voice is strong enough to be heard.

As the first step in obtaining this support, the committee sent an invitation to the top sales executives in approximately 1,000 leading American companies. A three page personal letter, signed by all the members of the committee, outlined the Federation's program for action. The letter listed the Federation's achievements in 1947, and explained NFSE plans for the coming year.

The letter was accompanied by the chart of organization reproduced in the October issue of the NFSE News. At the same time a copy of the Federation's new book, Sales Management Looks Ahead, was sent to each of the executives. This book, which is being mailed to all NFSE members, proves beyond a doubt that top management in American industry not only recognizes the sales executives' responsibility for protecting the prosperity of America, but intends to hold them to that responsibility.

The corporate memberships in NFSE available to American business have been established only after

thorough discussions with business executives in every part of the country. As a guide for determining the membership best fitted to a company's needs it is suggested that they apply a formula of 1/200th of 1% of their sales volume. The corporate memberships available to companies interested in participating in the NFSE's expanded program are: Consulting Associate at \$5000, Advisory Associate at \$2500, Contributing Associate at \$1000, Sustaining Associate at \$500, Sponsoring Associate at \$250, and Supporting Associate at \$100. As business expenses, corporate membership dues are deductible for Federal income tax purposes.

Under the timetable established by the Corporate Finance Committee, a second letter went out to the selected list of companies in the middle of January. The third letter is planned for the middle of February. At the same time members and officers of the Federation and its affiliated clubs are discussing the program personally with executives interested in having their companies participate in it.

February, 1948



San Antonio — Salesmen and sales executives were credited with playing a leading part in the growth and prosperity of their city in a front page article of the San Antonio Express' December 29 issue.

The high esteem in which San Antonio holds its salesmen and sales executives is seen in the following paragraph from the paper, a morning daily with a circulation of more than 70,000. "Salesman's Role, therefore, is indispensable. He is the energizing, enlivening factor in trade. More than a salesman, he is his firm's, and also his city's effective public relations man-a builder of good will. When he is selling goods and services, he is also selling San Antonio - 'the city where life is different,' where progress has not ROBERT A. WHITNEY, Executive Director of the National Federation, reports to NFSE members attending the Chicago Sales Congress, sponsored by the Chicago Sales Executives Club. Mr. Whitney discussed the Federation's program to help its members in "Planning for 1948 Sales," a subject around which the entire Congress was planned. Shown at the speaker's table from left to right are John Harkness; Robert Whitney; Gerald T. Morrow, President of the Chicago Sales Executives Club; James E. Day, President of the Chicago Stock Exchange; and Henry L. Porter. The speakers discussed the challenges 1948 will bring to their businesses.

crowded out old-fashioned friendliness. Seeing how well they perform that mission, San Antonio welcomes home its traveling salesmen."

Toronto - On January 8 the Central Canada Sales Management Conference was held at the Royal York Hotel. Under sponsorship which included the Advertising and Sales Club of Toronto and the National Federation of Sales Executives, the one-day conference considered "the challenge of changing conditions." The morning session was keynoted by Arthur G. Pinard of The Sherwin Williams Company, who discussed "What's Ahead for Sales Management." At the luncheon meeting NFSE Director and former Under Secretary of Commerce Alfred

HOW TO KILL A SALE is aptly demonstrated by Maurice Perkins in his characterization of "Perk" the cigar. smoking big-shot of the "Hot Shot Motors," who busies himself with Gert and the ponies, not sales. "Sing of Selling," Louisville's dramatic contribution to the "Do's and Don'ts" of selling was the success that we predicted it would be. Our cover comes under the heading of the "Do" department showing the able Mr. Gordon (Reed Blackwell) giving a demonstration to the propective client Mr. Corhart (O'Man White). The play took in all the aspects of the Seller's Market from the blase secretary to the dealer who sold the kitchen sink with a car. Schindler spoke on "Selling in 1948 - A Two-Edged Sword." During the evening session Ralph W. Carney outlined "Seven Keys to Better Selling."

Roydon Barbour, NFSE International Director, had been scheduled to act as chairman of the summing up panel, but was unable to attend because of illness. The Federation was represented at the conference by NFSE's Robert Whitney.

New Haven—On January 15 another club received its Federation Charter. Founded in 1944, the New Haven Sales Managers' Club now has a roster of about 90 members. Club President E. B. Haskell received the charter from Executive Director Bob Whitney.



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Inflation Controls

Although President Truman bitterly criticized the law letting companies voluntarily allocate materials, the Departments are trying to do something with it.

First of all, the Departments are creating industry advisory committees, which are expected to draft allocation programs. They want men with high prestige, able to carry their industries along. Although allocation is largely a distributing job, production men seem to be favored, as they were during the war. The Departments would like especially to get back the men who ran WPB.

Rationing of basic materials by agreement will, of course, affect the distribution side of business. Sales executives of companies entering agreements will have to do the explaining to customers who have been cut off.

Voluntary Agreements

Although companies combining to save materials will not be subject either to suit or prosecution under the Sherman Act, they will be liable on their contracts to deliver.

The agreements won't be enforced by government. Insofar as Government is concerned, a party to one of them can quietly renege in order to capture the customers given up by competitors. No doubt, as industrialists sit down together, they will try to work out ideas for self-enforcement. The agreements will be genuine contracts, say Government lawyers, so that violators, for whatever it's worth, will be subject to damage suits or injunction.

New Tabulation Ready

Bureau of Domestic Commerce has 1946 figures showing the location of trade, collected from and tabulated by Social Security, "Business Establishments, Employment and Taxable Payrolls, first quarter 1946, United States Summary."

The new figures show, county by county, total payrolls plus number of concerns, divided by size for manufacturing, retailing, service industry, etc., with pretty good breakdowns for each.

Purchasing Co-ops

Sales executives interested in the market provided by farmers' purchasing co-ops should write to Director of Information,

Department, for copies of "Handbook on Major Regional Farm Supply Purchasing Cooperatives, 1945-1946". Director hasn't many copies left but promises a re-run if enough executives ask for it. Handbook shows in the rough what each of the co-ops bought in the period covered; the lists include almost everything. Regions serviced, size, forms of purchasing franchises, etc., are indicated.

Commission Salesmen

The Commissioner of Internal Revenue is working up regulations which will put many commission salesmen, particularly door-todoor canvassers, under Social Security, in line with various Court decisions.

Sales executives who want to be heard on the subject still have a little more time. First, they should get the tentative regulation by sending 15¢ to the Government Printing Office, asking for the November 27th, "Federal Register." They should then turn to page 7966. After reading it they may give their ideas to the Commissioner of Internal Revenue.

Court, it may be remembered, said that whether somebody is an employee, subject to the various laws, must be judged case by case. Meanwhile, House Ways and Means Committee has been considering legislating on the subject.

Retailer Inventories

Permission given to retailers to value their inventories on the "LIFO" basis, (i.e., according to the last prices at which goods were purchased) will involve some initial trouble for them in keeping records. Government is working up index numbers that will help. The advisory work, officials gather, will be handled sufficiently by the various trade associations. In this connection Government won't do much.

Rental Housing

Sales executives who sell to newly-established apartment-house families will find useful information in FHA's revised edition of "PLANNING RENTAL HOUSING PROJECTS", sold at 15¢ by Government Printing Office. FHA's attitude toward dining rooms, for instance, is important to the carpet, linoleum, china and other industries. Living rooms, bedrooms, kitchen space, etc., are all discussed. At, present, FHA is strongly and Farm Credit Administration, Agriculture successfully backing apartment building.

February, 1948

SE News

Selling:

A Friendly Journey

Address delivered before the Sales Executives Club of Worcester, Mass., on December 16, 1947, by Harry G. Stoddard, President of the Wyman-Gordon Company.

Salesmanship is a profession. True salesmanship is a dignified occupation and success is based on honorable principles. It is a most interesting occupation because it deals with human relations. One cannot be taught salesmanship by slide rule. No formulas furnish fixed guides to success in this field. Each transaction is a separate one involving its own problems. No transaction is worthy to be called successful which is not advantageous to all parties involved. Such a one results in confidence and friendship and is necessary to make "selling a pleasant journey." I confess my own life has been a pleasant journey and that I seek above all things for myself and the company with which I am associated the friendship and respect of customer, vendor and competitor alike.

I was fortunate to have begun my business life in the period when industrial development was advancing by leaps and bounds and thus had opportunities to observe men whose names were nationally known in that early industrial era.

A fortunate circumstance gave me a glimpse of one of those great business leaders who had much to do with arousing business to its responsibilities in fields to which little attention had previously been given. I had some business one day with an officer in the U. S. Steel Corporation. When finished, it was the noon hour, and I was invited to have lunch in a private room with the executives of that great company.

Judge Gary was the founder of the Steel Corporation. He sat at the head of the table. When lunch was over, to my amazement the Judge said, "Gentlemen, how many Commandments are there?" There was a silence. Finally one man said, "Ten." The Judge made no comment but looked around and my host said, "Judge, I think there are eleven."

"All right," said the Judge, "What is the eleventh Commandment?" The reply was, "A new Commandment I give unto you that you love one another." Far from what I had expected at such a gathering the Judge took that as a text and emphasized that every Corporation, large or small, had responsibilities other than to its stockholders. This was a new thesis. Since that day developments in these fields have been many. The twelve hour day has



disappeared. The policy of uniform price schedules based on quality and quantity is now standard practice in basic industries, doing away with the favoritism of earlier days.

Recognition of the rights of others is a fundamental of all good salesmanship and old Judge Gary was a good salesman of ethics in big business.

It is disturbing today to hear so much said about security versus freedom of enterprise and incentive, which principles have furnished opportunity to thousands and made America great. Of course in our complex life there are many who need assistance, but if we allow it to become the general conception that the nation owes a comfortable and easy life to everyone, irrespective of ability and effort, we will have destroyed the something that has given our country its outstanding position, namely self-reliance.

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Why is our country great? I believe it is because of the old-fashioned, homely qualities of its citizens; character, enthusiasm, courage and a belief in the Golden Rule. As a result of these we have what we call free enterprise, that is, freedom for a private individual to profit by his own efforts and to enjoy those profits with a proper conception of the responsibility to the society which gave him that opportunity.

It is sad to note that our American way of life is under attack. Its assumptions are open to question from many quarters. For these reasons we must renew our pride in the American story and our confidence in America's destiny. It is possible that we in business have failed to preach, in season and out, the doctrines that have made America great and have somehow feared to tell the true story of business and what a successful enterprise involves over the years. Leaders must be furnished to answer the insidious propaganda coming from many sources.

Where will these leaders come from? From the same source as in the past. Not from a restricted group but from every walk of life — school, college, farm and shop. We don't need extraordinary men; leadership is furnished by ordinary men with more than ordinary determination.

I look forward to the future of our industries and our nation with unshaken optimism. I feel sure we have the power and the spirit to meet the problems of the present as did our forbears in the earlier periods of our history. Each can contribute his part. No group or organization has more opportunity for usefulness than a sales executives' group such as is here tonight.

We must all be salesmen of these truths. If we fulfill this obligation, we shall have helped to build a high-way with guideposts which will aid generations to come to find the kind of a life they can honestly call a "friendly journey."

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Opportunities in Selling Speaking before the NFSE Convention in Los Angeles last year, Gene Flack stated that in thirteen years not a single student in the Cleveland high schools had expressed an interest in selling as a profession.

It was to make the people of America aware of the tremendous importance of selling that the Federation established its "Selling Selling" and "Selling as a Career" committees. It was to interest the youth of America in the opportunities in selling that the National Essay Contest was started, with "Selling as a Career" as the subject. Surely no Federation project could be more important to NFSE members than developing the salesmen of the

All too often in the past, men have gone into selling as a last resort, or, at least, as a second choice when they have been unable to establish themselves in other fields. If selling is to meet the challenge of sustaining prosperity in America the sales forces of America must be staffed with men of the highest calibre.

The responsibility of the sales executive is clear. His is roughly comparable to the responsibility faced by lumbermen, who now carefully replant and cultivate each acre of timber land that they cut. It is up to the sales executive to interest outstanding young men in his community in the future open to them if they make selling their career.

The tools for doing the job are available. Fifty clubs have recognized the value of the National Essay Contest, and are now sponsoring the contest in their schools. The individual member can take advantage of the interest stimulated by the contest, and can follow up by discussing selling as a career with students in his own community. It was to aid sales executives in meeting this responsibility that the National Federation persuaded the Department of Commerce to bring out Opportunities in Selling.

The pent-up demand for such a book is attested to by the tremendous response Headquarters has received since publication was first announced. But far more impressive than any statistics on numbers of

copies sold is the single statement by Wilford White, Chief of the Department's Management Division: For the period of time it has been out, this book has greater distribution than any other in our 'Establishing and Operating' series.

Thousands of copies have been sold, and those who have read it agree that it is an excellent survey of the opportunities in selling. One member of Armour and Company called it "the most interesting piece of literature I have ever read pertaining to the Art of Selling and its Opportunities."

A few days ago Herb Metz of Graybar Electric, who edited the book for the Federation and the Department of Commerce, received an unsolicited letter from a young man who had just finished reading it. He thanked Mr. Metz for his contribution and said, "that little booklet, much more than any of the marketing and sales courses I am taking nights at college, more than the pep talks I have listened to or the magazine pieces I have read, answered my questions point-blank, practically, realistically."

It is hard to conceive of a better investment for any sales executive than the purchase of several copies of Opportunities in Selling for his own distribution. For a few dollars he will be making a distinct contribution to his own future, to the future of his business, and to the future of his country.

Copies in any quantity may be ordered from the Headquarters of the National Federation of Sales Executives, Gothic Suite, Hotel Shelton, New York 17, New York. Copies sell for 25 cents each. In orders of a hundred or more the price is \$19 a hundred.

Party

It can go without saying that everybody likes a party - especially a Christmas party. We here at Headquarters are no exception to the rule. Rigid discipline and strong leadership on the part of Bob Whitney forced the staff to clear their desks on Christmas Eve.

Our Christmas tree was surrounded by gifts exchanged by the staff. When Shelton Room Service arrived with the ice, the Holiday Season had officially begun.



R. S. BOHANNON

The Birmingham Sales Executives Club has developed what is undoubtedly one of the most interesting committees in the entire Federation. Headed by R. S. Bohannon (pictured above), of the Pittsburgh Plate Glass Company, the New Club Committee is charged with helping sales executives in nearby cities who are anxious to start new clubs.

Working with the twelve Birmingham Club members who make up his committee, Bob Bohannon recently played a leading role in establishing the Montgomery Sales Executives Club. Despite the fact that starting the Montgomery Club required several committee meetings and group trips from Birmingham to Montgomery, Mr. Bohannon was able to report "regular and prompt attendance of all members of the New Club Committee who were in the city at the time the meetings were called." Mr. Bohannon adds that "all of these men are busy they have day by day problems; yet their interest in establishing a branch of the National Federation at Montgomery was such that they were willing to give of this time.

Of course, no matter how zealous the New Club Committee may be, it can only succeed when it has a nucleus of interested sales executives with which to work. Such a nucleus, headed by Frank Boyd, now President of the new club, existed in Montgomery. The two groups, working together, set up plans for the club and developed a list of potential charter members.



ARE YOU IN THIS PICTURE? If you attended the last NFSE Convention the chances are that you'll be able to find yourself, for it was taken in Los Angeles last June. Whether or not you will be in the picture for the 1948 Convention is up to you. Scheduled for New York's Waldorf-Astoria Hotel in June, the Convention promises to be the greatest in NFSE history. Reservations can be made through NFSE Headquarters.

Because of a conflict in dates, one of America's largest industrial corporations asked the Federation if it would be possible to move the date of the NFSE Convention back two days. In view of the fact that the suggested dates would be much more convenient for most NFSE members, it was decided to schedule the Convention for June 16-18, rather than the June 13-16 dates previously announced.

The general theme of the Convention will be "Selling Our Way to World Peace." The first morning will be devoted to a study of selling at the local level. This will be followed by an afternoon session built around international selling. During the evening of the first day the New York Sales Executives Club, host to the Convention, will hold a cocktail party. The second day will consider particular selling

problems, including specialty selling and selling packaged goods. The evening of the second day will be devoted to a giant sales rally. The morning session of the Convertion's last day will honor the country's greatest salesmen. At the afternoon session NFSE elections will be held and proposed amendments to the Constitution will be considered. The Convention will close with a banquet the evening of June 18.

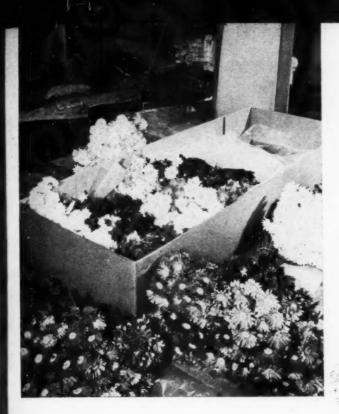
Phil Kelly, Convention Chairman, has announced the appointment of several committee chairmen. Charles R Spears, vice president of American Airlines, heads the Special Entertainment Committee. The Reservation Committee is under Frank A. Ready, president of the Waldon-Astoria. Publicity will be handled by Herb Stephens of Printers' Ink, while John E. Wiley, chairman of the board of Fuller & Smith & Ross, is in charge of Promotion. Frank Head, vice president of United Cigar-Whelan Stores is chairman of the Reservations Committee. Finance problems come under Jonathan H. Conrow of Jonathan Comrow Inc., and Thorndike Deland is chairman of the Reception Committee. As President of the host club, Frank W. Lovejoy of Socony-Vacuum is working closely with Convention Chairman Kelly.

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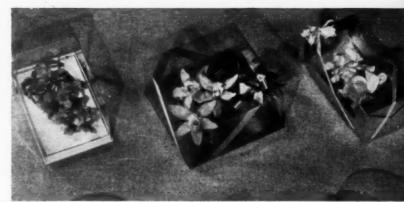
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"Don't tell them—show 'em' is the sales philosophy behind development of shipping containers and display boxes for California-grown flowers.



Package Design Paces Fresh Flowers into National Markets

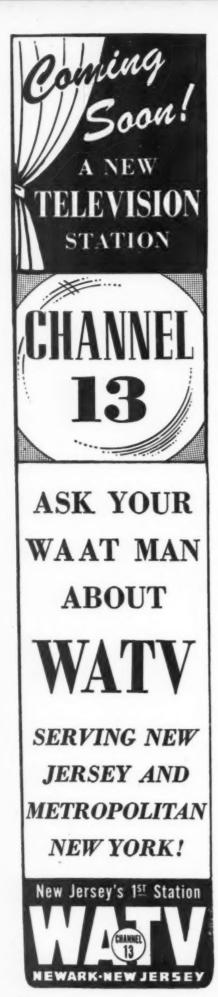
You can sell your product only as far afield as you are able to ship it to arrive in good condition. This was a fact that stared members of the great San Francisco flower industry in the face when they began to look beyond local markets and dream of expanding in wider circles from the point of production.

There was little use building up selling machinery, stimulating demand, lining up customers, so long as there was a likelihood of the delicate and perishable goods reaching their destination in poor condition. On-the-spot competition—say in the New York market—would have had too good an argument for persuading their customers that buying cut flowers in California was a poor risk.

On the face of it, the flower men's problem might appear to have been solved by improvements in refrigerated rail express and, above all, by air express—and there is no doubt that speeded up transportation gave the industry its first stimulus to seek new sales pastures. But experimental shipments quickly showed that before the industry could safely build up distribution on a large scale in distant markets, packaging to bring the goods to market in prime condition was a merchandising must.

"Don't tell them—show them" is a pretty well accepted sales maxim. The wholesale flower industry in San Francisco realized that to make any real dent in Middle Western and Eastern markets they must show their customers and potential customers that they could send them flowers from California as fresh and long-lasting as their local nurseries could supply. That, at any rate, was their long-range objective when they started experimenting with packages.

They had a big story to tell—more flowers, more varieties of flowers, ready earlier in the season and available for longer seasons than local varieties. It was a story of rare flowers mass produced out of doors (like gardenias, camelias, begonias), flowers some customers had barely heard of, flowers in winter, summer flowers in early spring. This was a big story growers and shippers were aching to tell distributors the country over. But they held off and





SOLVES A SALES PROBLEM: New type container makes it possible to deliver fresh-cut flowers in prime condition to far away markets.

worked on a silent salesman—the flower package.

We won't go into the long history of the research, the experimental shipping, the tests with a wide variety of packages and flowers. These are still going on, mainly by gigantic shippers like E. W. McLellan Co., The Wm. Zappettini Co., and a score or more others in a smaller degree.

Packages range from the large standard box in which the bulk of the cut flower volume goes East, to ingenious smaller boxes for carrying fragile orchids, highly perishable corsage begonias, and gardenias that bruise and turn brown at a touch.

Because most of the package innovations and shipping devices were developed by or for McLellan and later adopted by the other wholesale shippers, that nursery's wholesale shipping department affords the best illustrations of how packaging put the flower industry on the national selling map. So most of the packages and shipping methods described here are drawn from the McLellan or Zappettini shipping rooms.

Nearly nine million pounds of cut flowers went out of the San Francisco Flower Market in 1945, by Railway Express, Air Express or chartered plane. Volumwise, the greater part of this total was shipped in what is now the standard flower shipping box used by most shippers whether the flowers are to be sent by rail refrigerated car, truck or Air Express. The box is usually about 48 inches long, 20 inches wide, 8 inches deep and can accommodate one or two rows of very long stem flowers or half a dozen rows of shorter ones. The unique feature of this master package is that each one contains a "separate refrigerated unit" comprised of a combination of dry ice and wet ice. About five pounds of the ices per package is the rule.

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Fast Shipping Technique

Flowers to be shipped on a given day are brought into the shipping room from the Flower Market early in the morning, placed in water, dated, and priced. They are kept in refrigerated rooms up to the moment of packing. The trick with all flowers, whether delicate or hardy, is to have a minimum of handling and carrying. Packing tables on wheels were invented to move the orders from the refrigerated rooms to the packer. These packing tables, as they are called, are equipped with everything needed by the packer, including packaging materials, hammer, nails, a rather gruesomely guillotine-like "blade" for cutting the stems of evenly in bunches, and movable order dividers which allow three or four different orders (if orders are small) to be segregated on one table.

The large shipping boxes are first lined with a specially made heavy (Kraft) waxed paper to keep melting ice from soaking the box. Next the whole container is lined with five or six layers of newspaper-more layers in winter. A plain light waxed paper next lines the box and then the flowers are laid in, in rows. The heads of each row of flowers rest on a "pillow" made of a soft roll of newsprint paper specially bought for the purpose. This not only avoids crushing of the flower heads, but keeps air between them and prevents rotting. The rows are cleated with the requisite number of wooden cleats to catch the stems and prevent the flowers from shifting in transit. Last, the dry and wet icing is done and the package closed and sealed. A new development now in the experimental stage to make the refrigeration of this standard box more controllable over a period of time is an icing unit itself in package form that is much colder than wet ice but not as cold as the dry, which will do its job of maintaining an even temperatur* while the package is in transit.

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Gardenias were among the first flowers to be shipped east or to points fairly far afield from California in any quantity. For one thing, the single blooms brought a good price for corsages and other luxury uses, and were available here the year round. Air Express was a boon for gardenia shippers as these blossoms were produced by the hundreds of thousands in San Francisco Bay Area nurseries. Now, millions leave this market annually. But gardenias were always problem children in the flower industry when it came to packaging and shipping, even for short distances, because the velvety waxlike petals get dark looking bruises and brown edges if they touch anything. All sorts of packaging were tried, including the softest sorts of cotton beds, but the least joggling or shaking damaged the precious blooms. It was not until a special package was evolved that would hold each flower firm in such a way that nothing could touch the petals, that the gardenia salesman was able to throw his hat in the air and go to town.

As late as 1941 the really big development in gardenia packaging came about. The destiny of a gardenia may be to be worn on a lapel or silken shoulder—but the gardenia doesn't know it and often wilfully

grows with its leaves at unaccommodating angles from the point of view of buttonhole or corsage. Originally, the flower was picked with some inches of stem and whatever leaves came attached, and the retailer prepared the flower—or sold it as it was. It was a woman—wife of one of the McLellan brothers—Mrs. Wakeman Garratt McLellan, who experimented with an idea. She sewed the dark green leaves to the white blooms with her sewing machine in ways she thought they would look best for

corsages. It was the beginning of what the McLellans call the "Tail-ored Gardenia" and now promote as such in fabulous numbers, and of the prepared gardenia which has become standard for this corsage flower among California growers. It made packaging easier since the tailored or prepared bloom would lie flat in the tray and was not in danger of losing its head, so to speak, when it got up in the air. The preparing of the single flowers plus the package described above opens world markets



Covers All PEORIAREA

ONE OF THE NATION'S "HIGH SPOT" MARKETS

to the California-grown gardenia.

Certain delicate small flowers with relatively short stems—bouvardias, for example—are put together in bunches, 10 stems to the bunch, the bunched stems wrapped in wet cotton and the whole bagged with the aid of a special bagging machine in an airtight cellophane sack which protects the blossoms from bruising or damage. The bag is included with flowers in the large standard container.

Orchids-countless varieties of

them grown to sell at a price—have individual "vase packages" plus shredded wax or spun glass beds. The stem of each flower is placed in a glass tube filled with water and held in the tube by means of a sponge stopper which also keeps the water in. Each tube is secured to the bottom of its box with a twist of wire and held firm inside with scotch tape. Two or three orchids are packed in one box in a bed of the shredded wax or (for very delicate blossoms) spun glass. Outer boxes for packing or-

chids vary from three feet by 20 inches to eight by 10 inches. If the package is to go by air it is wrapped in heavy wrapping paper lined with newspaper; or in the case of a mixed order it is placed in the large standard box, iced if shipment is by rail.

Then there is the "rainstorm box." Used by one of the large shippers to move corsages, it measures about 32 x 12 x 13 inches and is lined with aluminum foil inside and out. After the flowers have been placed in the container, the inside of the box, the lid and the flowers are jet-sprayed with water. We are told that the water globules cling to the box roof and during the air flight of the package the shaking of the plane causes the globules to break up into smaller particles which provide a continual "rainstorm" around the flowers.

The flower industry has ideas about jet-assist planes too, as soon as these are available for commercial use. Because this type of plane will travel at high altitudes where the inside temperature of the plane drops below zero, still new packaging dedevelopments are being worked out.

Danger Spots

The package job isn't done when the box is sealed. No matter how carefully the flowers are cared for, how tenderly packaged, a lot of damage can be done en route, either by rough handling, ignorant handling, or neglect after arival of the package at its city of destination. The San Francisco flower industry's long-distance shippers have gone to great lengths to see that their carefully devised packages are handled as gently and intelligently en route as they are in their own shipping rooms. Labels ask for care in handling. Outside cartons of flowers, in addition to the usual shipping legends, have prominent notices to handlers, such as: "CUT FLOWERS-Perishable-Deliver at Once." and "If Unable to Deliver telephone Consignee at

Packages that are iced are stamped "ICED" in large letters. It has become a custom to mark boxes of flowers with information as to contents and the quantity to insure careful ham

All of this attention to the package has added up to the development of a \$25,000,000 industry for the San Francisco Bay Area where once was only a small local business with limited markets. No wonder the sales offices of the growers and shippers take packaging problems very, very seriously.

Dominates

THE FORT WAYNE TERRITORY

During the year Jan. 1 to Dec. 31, 1947, The News-Sentinel carried more advertising than the morning and Sunday papers combined. (Source: Media Records.)

TOTAL ADVERTISING

During 1947 The News-Sentinel carried over 1½ million more lines than Fort Wayne's morning and Sunday papers combined.

RETAIL DISPLAY ADVERTISING

During 1947 The News-Sentinel carried over 1½ million more lines than Fort Wayne's morning and Sunday papers combined.

GENERAL ADVERTISING

During 1947 The News-Sentinel carried over 150 thousand more lines than the morning and Sunday papers plus PARADE MAGAZINE combined.

DEPARTMENT STORE ADVERTISING

During 1947 The News-Sentinel carried over ¼ million more lines than Fort Wayne's morning and Sunday papers combined.

DRUG STORES - GROCERIES

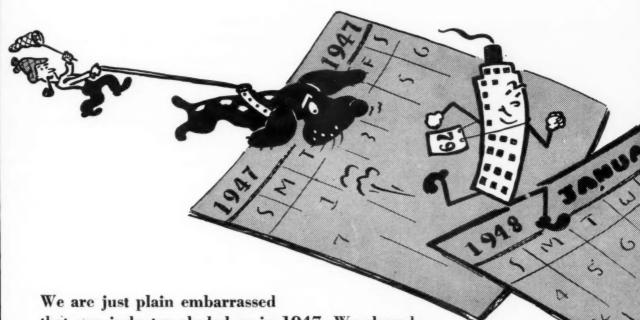
In both local and national advertising The News-Sentinel carried more advertising than morning and Sunday papers combined.

Delivered to 97.8% of all Fort Wayne homes six days a week.



REPRESENTATIVES: ALLEN-KLAPP CO. . NEW YORK-CHICAGO-DETROIT

Sniffles SNAFUed!



that one industry eluded us in 1947. We chased what would have been the 79th industry to begin operations in Memphis last year right across New Year's Eve into 1948. Had we caught it in 1947, that year's total would have equaled the record year of 1946, which brought 79 new industries to this city. But the two-year record is none the less impressive—157 live and kicking new industries in 24 months is strong proof of the swift but healthy expansion of the diversified economy of Memphis . . . BUY-FOCAL point of a billion and one-half dollar market.

Be sure your schedule includes MEMPHIS.





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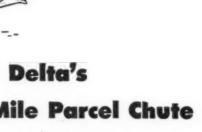
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Delta's 3,000-Mile Parcel Chute Saves You Days at a Cost in Cents



Like a parcel chute from your plant to customer's door, Delta Air Freight makes southern deliveries fast, simple and economical. With overnight deliv. ery to all Delta points, you save two to ten days per shipment. Yet this speed costs only a few cents more per 100 pounds than the fastest ground routing.

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Special Flying Freighters

Air Freight flies on all passenger schedules. That means no waiting for your goods to get underway. But in addition, Delta operates special "Flying Freighters" on round trips nightly between Chicago-Cincinnati-Atlanta and between Fort Worth-Dallas-Jackson-Birmingham-Atlanta. These freighters are timed for convenience of shippers, also to handle larger pieces up to 41/2 x 41/2 x 8 feet.

Delta's Air Freight rates, recently reduced 25 per cent, start at 25 pounds. Pick-up and delivery service available at all points.

Rate Comparisons Available

Write today for a copy of Delta's point-to-point rates, with comparisons of surface rates between the same points. Address Air Freight Department, Delta Air Lines, Atlanta, Georgia. Or call any Delta ticket office.



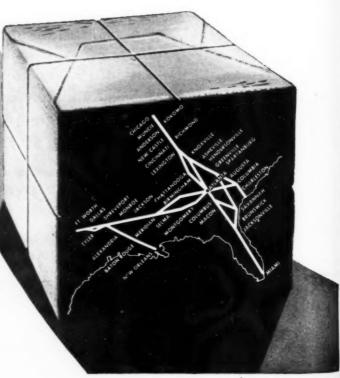
NOW...Rates on Northbound Fruit Cut to 121/2 Cents a Ton-Mile

Rates on fresh fruit and vegetables shipped north from 15 southern points on Delta have been cut 40 per cent. Jacksonville-Chicago rate per 100 pounds, for examample, is now cut to \$5.67 from \$9.45.

Fly fresh fruits and vegetables north to reach markets at peak prices. Ship mature products, only a few hours from field to store, to command top rates, Quick transit saves on refrigeration and spoilage. Cargo capacity up to 7,000 pounds per flight. For full details and rates, write Delta Air Freight Department.



General Offices: Atlanta, Georgia



Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

NEW REPRINTS

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166-65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

164—How To Sell To Dealers, by W. C. Dorr. (Three articles.) (Price 20c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

ADVERTISING

160-National Brands Now Get Full Recognition in Kroger Chain. (Price 5c)

159—Does It Pay to Repeat an Ad? Tests Say "Yes." (Price 5c)

158—Primer on Prize Contests, by Frank Waggoner. (Price 5c)

138—How to Increase Sales Through Better Media Selection, by Arthur Hurd. (Price 25c)

MANPOWER PROBLEMS

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

161-Why I Lost That Order. (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 50c)

153—A Heart-to-Heart Talk with Salesmen About the Company's Advertising, by E. A. Gebhardt. (Price 5c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 10e)

126—What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men, by Robert N. McMurry. (Price 5c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of buying offices.) (Price 10c)

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of New York buying offices.) (Price 10c)

MANAGEMENT

151—Where Will Profits Come From? by A. J. Gallager. (Three articles). (Price 50c)

150 — Labor - Management Harmony: Can Selling Catalyze It? by Paul Heyneman. (Price 5c)

REFERENCE TOOLS

135—A Current List of Selected Information Sources for Businessmen, by Peter B. B. Andrews. (Price 10c)



EARN GREATER PROFITS IN THE SOUTH'S GREATEST MARKET

A lead punch with the right follow-through pays off for advertisers as well as fighters.

Advertisers who follow the powerful morning punch Times-Picayune with the influential evening punch States are earning greatest profits in the South's greatest market.

It actually costs you less money per reader to advertise in the morning-evening combination Times-Picayune — New Orleans States than in any other combination of media in the responsive postwar New Orleans market.

 Times Picayune daily
 162,824*

 States daily
 88,688*

 Sunday
 267,356*

*ABC Publishers' Statement, 6 months ending Sept. 30, 1947.

THE TIMES PICAYUNE NEW ORLEANS STATES

Member A. N. A. Network Representatives: Jann & Kelley, Inc.

Sales Tools for 1948 Are Sharpened at Boston Meeting

"Be wary but unafraid of depression" is the general theme at 9th New England Sales Management Conference where speakers and panel discussions urge better salesmen's pay and training, keener market research, stiffer defense against price spirals and Communism.

Some thinking-out-loud on major 1948 problems of sales executives by 25 speakers at the Ninth New England Sales Management Conference in Boston January 9-10 netted down to this: "Be wary but unafraid of depression." About 500 attentive sales officers from all over the northeastern states packed each of the sessions. The Conference wound up with the 26th "Annual Sales Rally and Luncheon" on Saturday the 10th, attended by about 1,500.

As usual the Conference was sponsored by the Boston Chamber of Commerce with the backing of The Sales Managers Club of Boston, The Executives Club of Boston, the sales executives clubs of various New England cities and other organizations. James H. Walsh of the Chamber managed it. Dr. Harry R. Tosdal of the Harvard Graduate School of Business Administration was general chairman.

This brief report will set forth some of the speakers' sharp-point ideas that have not already appeared in SALES MANAGEMENT as articles recently written by the same men.

Guides for 1948 Planning

Panel Discussion (Dr. Tosdal, Burton Bigelow, Alfred Schindler, Vergil D. Reed, W. Dorsey Endres, Robert A. Whitney):

There is no good reason to expect a depression this year. However, conditions depend in large part on how the Marshall Plan works out, the extent of Government control of money and credit, labor's wage demands, the growth of inflation. Smart businessmen can look ahead with confidence but they should make tentative plans to shift gears if necessary. In view of today's varying opinions among economists, businessmen and Government authorities about the future, it is wise to judge who the crystal-ball gazers are and where

their basic "facts" come from before any forecasts are accepted.

William C. Foster, Under Secretary of Commerce:

United States economic welfare depends so greatly on that of the 270 million people of western Europe that we should watch for—and aid the repair of war-ruptured ties of European commerce and trade. World recovery was dealt a severe blow during 1947 by European weather and crop shortages. This winter may be the worst one yet. Communism openly attacks the Marshall Plan, but for our own prosperity and security we should support that plan. To support it, this country must produce more efficiently and cut down the cost of distribution by better selling to help shake off the dangers from our own inflation. Instances in which the consumer has to pay four times the factory price of an article must be removed.

Michael T. Kelleher, President, Boston Chamber of Commerce:

Everyone should be impressed by the Committee for Economic Development statement that "A great depression in the 1950's is avoidable.' Competent men of good intentions can bring about conditions which they earnestly desire if they work hard enough for them. Sales forces can play their part in this. Even today they are not so soft and indolent that they cannot be ready for powerful selling in 1948. Business should welcome competition, for it has always improved our sales activ-The interests of customers should have preference over all other considerations. And good public relations-only another name for good salesmanship-should be built up.

Robert A. Whitney, Executive Director, National Federation of Sales Executives:

Americans should not be fooled by the recent United Nations survey report that prophesied a United States depression unless we make tremendous loans abroad and big tax cuts at home. The chairman of the UN survey committee was "Kalecki of Poland, a country that is accepting the Russian system."

Improving the Sales Force

Panel Discussion (Howard W. Lewis, G. C. Denebrink, H. C. Nolen, W. C. Dorr, William F. Wrightnour):

The consensus on salesmen's personality was that it can be developed; it isn't just born in a man. Knowledge of a product, personal interest, enthusiasm, responsibility and success develop it. Sales managers should try to build up the first four factors in their men. The success element should be a natural consequence.

As for aptitude testing, the consensus was that every company should perfect a system that fits its own field, its own type of salesmen, its own sales objectives. Then a testing system is valuable, but it cannot wholly replace judgment in sizing up men. A plus value to good aptitude testing is that it reveals traits in a new employe that help a sales manager handle him better down the years. In some cases unions approve aptitude testing because it can be used to forestall firing on pure judgment.

Should salesmen make collections? Opinions differed. Some men held this cuts down productive selling time, disheartens salesmen—even fertilizes the soil for union seed. Others believe it stimulates men because it enables a company to "set each of its salesmen up in business for himself" by making him responsible for his whole field operation and that this idea should be sold to men.

What should new men be paid? Of course, too many companies offer too little today when "the going rate for college graduates in many activities is \$250 a month." Low pay encourages unionization. The consensus was that companies that can do it should ask an applicant how much he has to have to live comfortably and then try him out on that, assuring not less than \$200 monthly.

How about the "canned presentation?" It was agreed men should be trained with one so thoroughly they cannot forget their sales points, but that in most cases they should not be required to use it, parrot-like, in the field.

Market Research Is Essential!

Vergil D. Reed, Associate Director of Research, J. Walter Thompson Co.:

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Population growth and movements during and since the war are so important to marketing that every company should study them. Daily there are 3,840 deaths, 5,206 marriages and 10,220 births. The vast wartime baby crop totaled 20,700,000. The national birth rate, however, will decline from 1948 on—rapidly at first and then more slowly. From 1930 to 1940 population increased 7.2% but families 16.6% though family size dropped from 4.1 persons to 3.6. All this is significant to marketers.

Other population trends that must be watched: Immigration decreases nave reduced racial "pools" so that advertising and selling doesn't have to be adapted to "foreign" appeals much any more. The farm-to-urban population move during the war was so great that today 76% of purchasing power is in 242 counties though farm buying power has risen mightily. Of 17 million civilians who left their 1940 "home" counties, only 1,200,000 have returned. Where do the others live now?

The savings backlog of the Nation is still "extremely high." Real purchasing power in the first half of 1947 was still 33% above 1940. "With this solid market base, only continued inflation can produce a depression. So devote yourselves to stopping inflation."

Movements of industry also should be studied by marketers. Heavy industry locations usually follow population shifts. The size of markets for industrial goods is determined by population growth, plus purchasing power, plus the desire to buy. So all those factors should be carefully considered by producers of heavy goods. Consumer demand for all goods is what determines the demand for capital goods.

"No matter what you make, you live by your markets. They are not industry, they are people. Study them. Make your market research good."

Selling, Training, Paying

W. C. Dorr, Eversharp, Inc., discussed selling to dealers (SM, October 1, October 15, November 1, 1947). William F. Wrightnour, United States Rubber Co., put on the stage and film show of his company's method of training retail dealers by the "conference" plan which gives retail salesmen a chance to put in

some of their own ideas (SM, November 1, 1947). G. C. Denebrink, Bigelow-Sanford Carpet Co., discussed his company's incentive pay plan (SM, September 1, 1947). H. C. Nolen, McKesson & Robbins, Inc., reported the National Wholesale Druggists' Association study of how salesmen use their time (SM, "Pictographs," December 15, 1947).

Fight Communism!

"Fight Communism" was the oratorical theme of Nathaniel Leverone, chairman of Automatic Canteen Company of America at the wind-up luncheon. He said the danger to American institutions and to American business is great. Sales officers and salesmen ought to go out and speak and work against Communist attacks and propaganda for a system that has failed in Russia—has even failed in this country after it had been tried by Alexander Dowie in Zion City, Ill., and earlier by highminded Dana and Emerson in Brookfield, Mass.

"Be leaders against this insidious thing!" he challenged his sales executive audience. "Don't take our freedoms for granted. Go out and fight for them. Nobody has more at stake than sales officers. Nobody can do a better job of defending our good American system."



SALES MANAGER WANTED

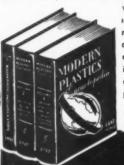
Manufacturer of nationally distributed and advertised detergents and cleansing specialties is looking for a thoroughly experienced man with outstanding ability and initiative to supervise sales. He will headquarter in St. Louis, Missouri. We want a man with college training and between the age of 35 and 45. He will not be handicapped by preconceived company executive ideas as to how he should operate. He will be given every opportunity to become Vice President in charge of sales should his proven ability earn that merit. Starting salary is open and this position is to be filled as quickly as possible. To receive consideration be sure and write fully giving complete, detailed chronological history, remuneration received in all positions held to date, reason for desiring change, references that can be contacted and others strictly confidential. Send a large snapshot of yourself that is not over one month old. Box No. 2503, Sales Management, 386 Fourth Ave., New York, N. Y.

THE MODERN PLASTICS ENCYCLOPEDIA

is being used this month!

It closes in September.
It's issued in February. But
it's consulted hourly, daily, weekly,
monthly all year 'round by buyers of
materials, equipment and services used in
the Plastics Industry

Don't overlook this apportunity to tell about the benefits of your product or service at a time



when buyers are looking for helpful information — when they are consulting "the answer book of the industry" — The Modern Plastics Encyclopedia.

Mark it down <u>now</u> for next year's schedule.

BRESKIN PUBLICATIONS

MODERN PACKAGING :
MODERN PACKAGING ENCYCLOPEDIA
MODERN PLASTICS
MODERN PLASTICS ENCYCLOPEDIA
122:M East 42nd St. • New York 17

What have YOU got that 150,000 Women haven't got — and WANT?

If it will help them look or feel better, these women buyers are your market! An unusually qualified list.



BONOMO CULTURE INSTITUTE
1841 Broadway att:
New York 23, N. Y. R. E. Gabel

"C-L-O-S-E" MAKES THE SALESMAN

BY LEON EPSTEIN

Newest booklet in the SELLING SIMPLIFIED Series. Available soon for quantity purchase. SAMPLE COPY FREE to executives writing on company stationery.

Sales Research Institute 103 Park Ave., N. Y. C.

TEST YOUR SALES

A STANDARDIZED 2-HOUR SCREEN TEST Gives Reliable Data on 20 Aptitudes, Interests, and Personality Factors. 24-Hour Service —Send for Free Brochure.

PERSONNEL TESTING LABORATORIES 20 East Jackson Blvd., Chicago 4, III.



"The Plastics Industry: What It Buys and How to Sell It."

Now that words like extruding, laminating and molding seem to be ubiquitous, literature on the plastics industry is generally welcome to executives with their eyes on expanding markets. This publication, issued by Modern Plastics magazine, is chuck full of facts on what plastics are, what groups comprise the industry, and what these various classifications of the industry buy-from arbor presses, borers and conveyors, to trucks, valves and wires. Figures on the growth of the ten-year-old industry are surprising. Tips on how to sell to the industry itself, as well as the end users of plastic products, are useful. And the graphic presentation of material through charts and maps crystallizes the most important factors. For your copy, write to 122-M East 42nd St., New York 17, N. Y.

"Testing Your Sales Machinery." Here's a check-list approach to the evaluation of the strength of your sales operations. With the constantly shifting economic picture, and the increasing emphasis on the sales function, this check-list of 50 questions provides a speedy self-analysis. Queries cover information about products, markets, distribution, merchandising, sales promotion, personnel, and sales organization, administration and expense. It's available from Cresap, McCormick and Paget, Management Engineers, 231 S. La-Salle St., Chicago, Ill., or 120 Broadway, New York, N. Y.

"Story of Direct Advertising."

"Direct advertising messages are the Paratroopers of Advertising."— And, according to the pamphlet from which this is quoted, direct advertising divides itself into three broad classifications: direct-by-mail, mail order, and unmailed direct advertis-The booklet is virtually a "bible" on the subject-a handbook on when and how to use various forms of direct mail advertising. It contains a list of 49 ways direct mail can be put to work in your business, as well as practical information on how to compile mailing lists (with fifteen suggested sources for obtaining or checking lists). Compiled by the Direct Mail Advertising Association, the 40-page summary should be useful to the veteran, as well as the novice, in the field. Address the DMAA at 17 East 42nd St., New York 17, N.Y.

"Inquiries . . . Their Care and Handling." Should inquiries be sent to salesmen immediately? Should you advertise for inquiries? How do advertisers in general-consumer media handle inquiries?—These and other questions which consistently befuddle industrial advertisers and their agencies, are answered in this booklet issued recently by the Putman Publishing Co., publishers of Chemical Processing Preview and Food Processing Preview. Send your "inquiry" to the publishers at 737 N. Michigan Ave., Chicago 11, Ill.

Screen Finder. Here's a gadget for national advertisers, training organizations, trade associations, industrial plants, institutions, and others, who are confirmed believers in the use of movies, slides, stills and film strips. It's a practical, slide-rule type gauge, which eliminates hit-or-miss practices in determining right screen size, correct projector-to-screen distance, proper lens focal length, exact show time, audience capacity of any given area. It's about 3" by 6". Write to Radiant Manufacturing Corp., 2627 W. Roosevelt Rd., Chicago 8, Ill.



ELECTED president of the Newspaper Advertising Executives Association: Harold V. Manzer, business manager of The Worcester (Mass.) Telegram-Gazette.

SUCCESSFUL EXHIBITS JUST DON'T HAPPEN



The qualifications of a good exhibit were given fitting recognition when Consolidation Coal Company was given the award for the "most informative exhibit" at the 1947 Inform-A-Show. Interpreting the exhibitor's story to have it interesting, and at the same time informative, is a basic requirement for all successful exhibits.



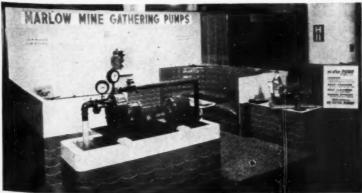
Above, action and drama marked Abbott Laboratories' 60-ft. exhibit, the talk of the 1947 Medical Show in Atlantic City.

by five little figures whose lips and actions were perfectly syncronized with the sound.

Focal point of the Abbott presentation was this miniature Operating Room where a 12-minute recorded drama was enacted

SUCCESSFUL EXHIBITS JUST DON'T HAPPEN . . . THEY ARE DESIGNED AND PLANNED FOR SUCCESS BY . . .

Below, Marlow Pump's exhibit at the 1947 Mining Congress had a "welcome" feeling for show visitors.



ARDNER displays

477 Melwood Street
Pittsburgh 13, Pa. • Mayflower 9443
SALES AND DESIGN OFFICES

New York . . . 516 Fifth Avenue, New York 18, N.Y., Vanderbilt 6-2622 Chicago . . . 185 N. Wabash Avenue, Chicago 1, Ill., Andover 2776 Detroit . . . 810 Book Tower Building, Detroit 26, Mich., Randolph 3557

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CHECK your present sales techniques against these proven do's and don't's of profitable selling. Put these five tested rules to work TODAY-let them point the direct way to a top-selling future for you. Every page of this book is crammed with practical, ready-to-use ideas and information. Every chapter is packed with sure-fire selling practices that have worked for other salesmen — that can quickly be made to work for you!

Here's a handbook on salesmanship that's really different

This book has one purpose-to help you sell MORE, easier. It developed out of the Dale Carnegie Institute's need for a text book on selling that told, not what to do but HOW TO DO IT. This book not only lists the qualities you need to sell successfully, it shows you HOW TO DE-VELOP those qualities. It gives you only a few principles to apply to your selling activities—and, most important, it shows you HOW TO APPLY THEM—quickly, easily, profitably.

Concrete, specific, it shows you:

McGRAW-HILL BOOK COMPANY, INC.

how to gain favorable attention how to arouse a prospect's interest how to build a sales talk how to build a sales talk how to "close" with the customer how to answer objections how to convince your prospect how to make the prospect want to buy . . . and many others. Filled with case studies, the book shows how successful salesmen tested this proven formula . . at a profit!

10 DAYS' FREE EXAMINATION

Send me Percy Selling for 10 d will either send	Wiays'	hiting's	The	Great	10 days 1
or return the bo	ok.	(Postag	e paid	on cash	orders.)
Name		******			
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Company					
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SM's Neurotic Subscribers

Editor, SALES MANAGEMENT:

Okay, go ahead and mark me down as a guy with snap judgment and a hasty mind, but-while leafing through your January 1 issue, I happened upon your article on that Buttonmaker Kit on page 84. Just glancing at the "head" all that I could read was "Dritz Kits for Home Sewers Are Hot News in Notions." Glancing up at the cut, I thought to myself "howinhell are you going to clean out a sewer with that damn gadget?" Imagine my embarrassment found out I should have pronounced it "Soawers" instead of "Soowers" as I

Since this is playing hell with my blood pressure and leading the rest of the folks in our office to believe that I'm an introvert, please take it easy with the headlines in the future.

> JIM RILEY, Creative Department Cappel, MacDonald & Co. Dayton 1, Ohio

(Come in any time, Reader Riley. There's always an open economy-size bottle of aspirin on the headline writers' desks. Look over the shoulder of any one of our word-carpenters for 48 hours. Then you'll know type is the most inelastic of all commodities, that you just can't say "needleworkers" in six units of space. Hence, "sewers," pronounced 'so-ers." And referring not to ducts for the disposal of waste materials, but to females engaged in creating the New Look. Sure it's confusing. But what isn't, these days?-The Editors.)

Editor, SALES MANAGEMENT:

Some people save string, others (unlike me) save money.

I happen to save clips-a habit formed

during the wartime shortage.

And so, I do wish you'd take that lifelike clip off S.M.'s front cover. I get the urge to take it off and add it to my collection; feel frustrated when I can't.

> HAZEN H. MORSE Advertising Promotion Manager New York World-Telegram New York, N. Y.

(Hang on for two or three months, Friend. Even now a new cover is in the making.-The Editors.)

Distribution and the NAM

Editor, SALES MANAGEMENT:

It is true that the Congress of American Industry of the NAM held in New York the first week in December omitted from its program any discussion of Marketing as a major management problem for the future, as pointed out in your editorial "On Guard, Sales Chiefs!" in the December first issue of SALES MANAGEMENT.

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The fact that the convention program did not take up this particular problem does not mean that the NAM policymakers are forgetting the job that sales and advertising effort must do in the future. As a matter of fact, upon my personal recommendation the Board of Directors re-established the Committee on Distribution as one of its Standing Committees for 1948.

Some years ago this Committee was very active. Howard Blood, President of the Norge Division of the Borg-Warner Corp., was the Chairman of the Committee and I was a Vice-Chairman. I was also Chairman of a Sub-Committee on Marketing Research. It just happened that most of my own work in the Association until I became President was devoted to this important subject of Distribution.

I am quite certain that the program next year will be heavily loaded on the side of discussions having to do with distribution problems, because, as Chairman of the Board during 1948, I intend to see that some real interest is revived in the subject.

In view of your editorial I thought you would be glad to know that we are very much aware of the job ahead of the country and have already made our plans to be in a position to do something about

> EARL BUNTING, President O'Sullivan Rubber Corp. Winchester, Va.

Salesmen's Time Study

Editor, SALES MANAGEMENT:

Would it be possible to obtain reprints of the Marketing Pictographs which ap-peared in your December 15 issue of SALES MANAGEMENT?

If these are available, would you kindly quote us the cost of supplying 400 . . .

> J. J. ENGLEHART Assistant Sales Manager The Andrew Jergens Co. Cincinnati, Ohio

(Jergens, along with many others, is interested in the findings of a study made under the direction of H. C. Nolen, vicepresident, McKesson & Robbins, Inc., by a group at Ohio State University, in collaboration with the National Wholesale Druggists' Association. The study covers an analysis of how wholesale drug salesmen spend their time, and is based on thousands of calls made by 70 salesmen representing nine wholesalers. A complete report will be available in about two months, through Ohio State at a price of \$2.50 a copy.

SM's stock of reprints of the Pictographs is now exhausted. Jergens has been given permission to reprint for its own use.—The Editors.)

For the Record

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Editor, SALES MANAGEMENT:

I would like to comment on a statement in your issue of December 1, reporting a cable from Mr. Carroll Rheinstrom, president of Macfadden Publications, Inc., International Editions, about international publishing.

Mr. Rheinstrom was reported as saying that, "the annual output of International True Story Group" is now brought to "beyond 40 million copies a year. This is believed to be the largest international publishing operation in existence."

For your information, the annual circulation of the International Editions of The Reader's Digest, based on current guarantees on net paid circulation, is 51,505,284. This does not include an anticipated annual circulation of 4,560,000 for the new German Edition to be published in 1948, nor an annual circulation of over 3,000,000 for the overseas sale of the American edition of The Reader's Digest.

If circulation is the measure of "size," it would seem that *The Reader's Digest* and not the International *True Story* Group holds the place of the "largest international publishing operation in existence."

ALAN LEGG, Promotion Director The Reader's Digest, International Editions, Inc. New York, N. Y.

Package Gripe

Editor, SALES MANAGEMENT:

I was interested in your article on packages, and one very obvious fault comes to my mind but I don't see it mentioned.

This is the double-split paper wrap

around cereals (corn flakes, rice flakes, etc.) inside the box.

Originally, these wraps were made with only one, well glued seam. That enabled the user to pour the cereal from the solid side.

Now one has no choice but to pour from over one seam or the other. Further, the gluing is uniformly insecure. Result: Cereal spilled practically every time any is used. By and by it becomes a constant aggravation, and one wonders why they all ceased using a single sheet of paper, and began joining (?) two sheets—an obviously clumsy step backward.

W. E. BACKUS Advertising & Sales Promotion Manager American Seating Co. Grand Rapids, Mich.

Public Speaking Stressed

Editor, SALES MANAGEMENT:

The article which appeared in SALES MANAGEMENT on "Speech Training for the Sales Force: Does It Pay?" by Mr. H. W. Wilkinson is an outstanding article bringing to all sales organizations the necessity for such training for their sales forces.

You should be congratulated for having this type of information and points of view in your magazine. Our company is very much interested in this article and is asking permission to quote a few parts in our next news bulletin which goes to our dealers and their salesmen.

J. R. MIDDLETON Commercial Furniture Co. Chicago

(Some of SM's routine reader-research uncovered, more than a year ago, the hunger on the part of subscribers for more articles about public speaking. Each article printed has been received with cheers, has brought demand for reprints. Readers' Service will shortly gather up half a dozen of them and put them into one folder. Mr. Wilkinson's article, which appeared in SM for August 1, will be included.—The Editors.)





• A new 4-color, 28-page book just released by the Courier-Express tells the story of a great market... one which has a larger population than any of 16 states, greater retail sales than any one of 17 states. Contains current and comparative pre-war data on: Population... Retail Sales... Wholesale Sales... Retail Outlets... Farms... Housing... Business Activity... Income... Employment... Payrolls... Bank Deposits... Bank Debits.

Write for your copy.

REACH BUFFALO'S BUYING POWER

Buffalo Spress.
Courier Spress.
Buffalo's Only

Morning and Sunday Newspaper

Representatives:
OSBORN, SCOLARO, MEEKER & CO.

ST. PETERSBURG

is

43%

Tampa-St. Petersburg

Florida's First Market

ST. PETERSBURG RETAIL SALES \$85,634,000

(Sales Management Survey 1947)

The St. Petersburg DAILY TIMES

covers this city completely

No outside newspaper has as much as 600 average daily circulation in St. Petersburg.

ST. PETERSBURG, FLORIDA

Morning TIMES Sunday

Represented by
THEIS & SIMPSON CO., INC.
V. J. Obenauer, Jr. In Jacksonville

Is It Smart Distribution To Play "Hard to Get"?

BY BRASS E. TACKS

Is it more profitable to grant one exclusive franchise to a top-notcher, than to sell a group of dealers and let them compete for the market? The free-swinging Mr. Tacks says "Yes"—at least for certain types of products.

In general, it's axiomatic that the more exposure to the buying public an article can receive, the greater should be its sales.

But there are exceptions. And that's the subject of this article.

I can't help but wonder whether the advantages of restricted distribution are appreciated fully by the policy-making sales and advertising men who function as obstetricians to so many new and expanding U. S. outfits.

Especially does this question apply when a new challenger steps into a ring already crowded with competent, powerful, seasoned fighters. Whether it is better for the newcomer simply to "fall in line" distribution-wise and become "just one more brand" or to "use a different approach" is a thing that merits real attention.

Policy Decisions

For, while, of course, both product and price are important, just as "the play's the thing"—the marketing policies by which the product is taken from the factory door to the consumer can be a help or can be a hurdle.

Some items are truly "impulse" items—like the peanut butter cracker sandwiches on the soda fountain. And those don't take much study. But I wonder, sometimes, if, perhaps, because the talking is too fast or the thinking not really deep, the fundamental matter of sales strategy gets something less than a mother's loving care.

At any rate, I can't help but wonder how some manufacturers went about getting themselves into the stymied situations in which they now find themselves.

And, of course, once they're in that situation, they're in it. There's no backing up and taking a fresh start. A miserable distribution setup quickly becomes an accomplished fact —a pattern—the tracks on which the train must run—a tiger by the tail.

One more preliminary observation—the manufacturer, himself, personally, should devote thought to his distribution approach for his own product.

Even though he means to market through wholesalers, through distributors, or through an agent's sales force, it's still his product—his baby. Whether it grows or fades on the vine, is of more interest to him than to anyone else.

To say good-naturedly, "Oh, I'm

just an old electrical engineer, I leave the marketing problems to the experts, go ahead, you do whatever you want!" is about as bright as saying. "Oh, I'm just her father, I don't care with whom she parks."

Letting an ad agency come up with a "canned" marketing approach is something like choosing State University for your son simply because it happens to have the largest enroll-

In considering what advantages restricted distribution may have, these are some of the thoughts that come to mind:

1. The policing of resale prices is easier. List prices can be enforced. Cut-price advertising becomes less of a problem. Discounts, trade-ins, premiums, etc.—such headaches are fewer.

When only one or two dealers are franchised, they behave (pricewise



"We decided to make our old furnace do, so we ordered a new car. But we had to take the auto money to buy a new roof, then we took the roof money to pay our insurance premium so now we aren't anybody's backlog!"

THE HABIT OF DIRECT MAIL



It was the habit of one company to sell its product by direct mail.

In fact, it spent three-quarters of a million dollars a year on direct mail. It was the opinion of management that this was the best way to reach the professional man—their prospect.

But someone in the think bracket had an idea. Perhaps the direct mail habit had been a habit too long. They asked us.

As the result of personal interviews with 1500 professional men, it was possible for us to make definite suggestions as to improvement.

Our conclusions were reached after detailed interviews with secretaries, as well as with the boss. We found how the mail was handled, how much the boss actually saw and what he did with it.

Our business is finding facts. Perhaps we can find some facts about your business that will save you money. A conference costs you nothing.

NATIONAL ANALYSTS, Inc.

WASHINGTON

PHILADELPHIA

SAN FRANCISCO

EXECUTIVE OFFICES

1425 CHESTNUT ST.

PHILADELPHIA 2, PA.

A Complete Marketing and Research Organization with National Coverage

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"A FOLLOW-THROUGH FOR
BETTER STOCKHOLDER RELATIONS"
By Louis Guenther and Weston Smith
A 32-PAGE ILLUSTRATED BROCHURE
Featuring Annual Report Announcements

Send for Your Free Copy

Write FINANCIAL WORLD
86 Trinity Place, New York 6

WHY OVERLOOK 10 BILLION \$\$\$ WORTH of SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what you have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y., serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.



and in all ways)! The seller sets the rules and the eager-beaver dealers follow them. And after they've built up an investment in the franchise, they can be depended upon to do nothing that might mean losing it.

2. Goals can be set and performance checked. Retailers who fail to carry their fair part of the load can be detected. Perhaps they can be aided in their selling work and brought around. If not, better dealers can be found. Promotional efforts can be strengthened. Any dealer will make investments if he's sure that the benefits will be his, definitely.

3. Selling methods and facilities can be governed. Procedures which have been found worth while, even though contrary to usual store selling methods, can be introduced and utilized.

4. Dealer enthusiasm will be many times greater. He can be sure of profit (It's protected by your price policing.), and he knows that he's not simply demonstrating for the benefit of another outlet. And the salespeople will push your line (if it's good) because it's theirs alone, they'll down the mass-distribution lines which can be found anywhere.

5. Dealer advertising will be above normal—in windows, in store-wide selling, in newspapers and radio, in enclosures and direct mail. A good dealer will try to get all that he can out of his franchise.

6. There are economies in having fewer customers.

This "restricted distribution" technique has been worked successfully by the auto makers. They've developed it to the point that a bright boy in Detroit can sit down and dictate a bulletin telling thousands of independent businessmen (his dealers) what to do. And they do it! That's the point!—even to the degree that they let the manufacturer come in

Covers Many Fields

and look over the books!

In the appliance field, in men's suits, tires, ice cream, pianos, shoes, gasoline, radios—many are the manufacturers who have taken this "franchise" approach to marketing.

As sales momentum develops and as the franchise becomes more and more valuable, the manufacturer usually finds himself petitioned by eager retailers.

One radio manufacturer is accustomed to having top department stores all over the Nation send executives to the factory, by air, sometimes with expensive hand-done easel presentations which would put to shame those used by the outdoor advertising

Long-distance calls—and I mean from across the Nation—are ordinary,

Pathetic retail vice-presidents sit before the sales manager's desk begging for the line and promising to move the radio department right down to the first floor by the main entrance if only they can have a franchise to take back to their desk-pounding store president. Chain headquarters are asked to go to bat, associated stores are urged to lend their influence, all possible pull is utilized.

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The ends to which they'll go are truly astounding. Neither expense nor effort are deterring factors. Usually-unapproachable store presidents are dragged along by perspiring division managers in the hope that this humbling will help (or at least show the boss that they tried).

The stories this one sales manager could tell are almost unbelievable—and he's only one outfit—and he'll tell you that the "play hard to get" angle of his restricted distribution policy is the only major difference between his line and that of competition.

Incidentally, this guy has two outlets in Chicago whereas an older and important competitor has 1,200. With his two, he outsells the competitor in his 1,200!

Something, no?

Scott Advisory Service

To help grocery store owners get more out of their sales space, the Scott Store Advisory Service (Scott Paper Co., Chester, Pa.) has brought out five new layout and fixture ideas.

With a 57-piece kit of miniature fixtures and a floor layout sheet, the grocer can work out in advance of construction the traffic flow, department location, and fixture placement for 2,500 feet of sales space.

Designed to produce more sales in less space, the triple-shelf produce rack is tabbed a "Vitamin Bar." It combines great display value with ample room for a large variety o' produce and fruits.

A hanging unit, known as a "papoose shelf," provides eye-level visibility for many small, odd-size items in the grocery store. It can be moved, providing the owner with a flexible display.

Better lighting can mean better sales. So Scott issues a booklet outlining simple rules for determining the best lighting plan.

Another folder, on the use of color in store merchandising, provides six store color schemes for floors, fixtures, walls and ceiling.

Promotion

The Sioux City Story

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This promotion piece was adapted from the script of a motion picture. The picture told the story of Sioux City's history and growth, its industry and its people. Shots from the movie have been used in the booklet to point up the factual matter and the figures, from such sources as the Bureau of Census and S.M.'s Survey of Buying Power. Booklet was published by Journal-Tribune Publishing Co., Sioux City, Iowa, from whom it may be ordered. No charge.

Hollywood-More Than Movies

If you want to win Hollywood sales and influence national buying habits, you might do well to get a copy of The Hollywood Reporter's booklet whose name is, as you might expect, "How to Win Hollywood Sales." Something of the readership, subscribers, age groups of subscribers is reviewed. Interesting question, one of many, asked of subscribers: "Are you a teetotaler?" Better than 85 percent answered "No."

Market Map-Little R. I.

The Providence Journal-Bulletin offers a helpful Market Map of Rhode Island, with additional County Market Data. The booklet includes a state map, and the county data covers five separate counties with pertinent information on things like dwelling units, type of construction, population characteristics, stores and sales. The newspaper will supply copies.

Industry and Power

This publication has a new booklet which is a complete revision of previous issues and which also contains the latest information on the publication and the market it serves. Circulation data are given in considerable detail and in accordance with the outline in the Standard Industrial Classifications Manual issued by the U.S. Government. The booklet also goes deeply into industrial coverage, makes heavy use of charts. Address in-quiries to W. T. Watt, Industry and Power, St. Joseph, Michigan.

Today's Woman Survey

In the Fall of '47, the editors of Today's Woman commissioned an article on insurance, as a readers' service. To complete the article the publication mailed a questionnaire to

its reader panel to determine the attitudes and opinions of the readers of Today's Woman on the subject of insurance and some of the basic facts about her investment in insurance. Now the magazine is releasing the results of 776 mail questionnaires returned by its readers. Included are facts on insurance ownership of female respondents, their husbands and children. The policies held by individuals and families are broken down by type and amount and by the ages of the policy holders. The final page answers the question, "Approximately what percentage of your total family income goes into paying insurance premiums of various kinds?" For copies of the report write the Research Department, Fawcett Publications, Inc., 67 West 44th Street, New York, 18, N. Y.

Test Town

The Census Bureau, U.S. Department of Commerce, in 1939, designated St. Joseph County (South Bend) and Marshall County which adjoins it, as the two most typical American counties. Since then the U.S. Government selected the South Bend market in which to conduct its wartime nutrition studies. Now The South Bend Tribune has a survey, "Test Town, U.S.A.," which provides facts on population, buying power (figures from S.M.'s Survey of Buying Power), retail sales, newspaper coverage, industrial employment and distribution of the area. End aim: to point up South Bend's potentialities as a Test Town for your survey. The newspaper will supply you with copies.

S. M. Tips Its Hat . . . to Seventeen, for another of its informative studies. This one is on the breakfast eating habits of teen-age girls. Other panel studies by the publication, last year, include: cosmetics, radios, phonographs, records, music, silverware, china, linens, blankets, etc. All are available . . . to Courier-Post (Camden, N.J.) for a smart piece, "What's Jersey doing in Pennsylvania?" Point: Camden is just across the river from Philadelphia, garners a rich slice of Pennsylvania money. The booklet tells how and why . . . to Our World for "The Life and Looks of Our World.



FREE Increase readership with L I F E-1 k e EYE* CATCHER photos. Used by biggest advertisers. Nothing like them anywhere. 100 new subjects monthly. Mat or Glossy Print plan. Write for new FREE proofs No. 109. No obligations. EYE* CATCHERS, Inc., 10 E. 38 St., New York City 16.

THE CHEMICAL MARKET AUTHORITY **SINCE 1871**



READERSHIP IS ZOOMING HERE'S WHY!

NEWS FORMS CLOSE

4 PM FRIDAY

— PAPER DELIVERED

MONDAY AM

OVER 11,000 COPIES

To People who BUY Chemicals and related materials

No Chemical business is fully exposed to buyers on Purchasing Boulevard when its ad misses an issue of OPD.

Make sure OPD gets all the news you want chemical buyers to know about your products, prices, facilities and personnel.

Dil, Paint and Drug Reporter

Schnell Publishing Co., Inc. 59 John Street, New York 7

Cleveland 22 H. G. Seed, 17717 Lomend Blvd., Long. 0544

Los Angeles 14
The Robt. W. Walker Co., 684 S. Lafayette
Park Pl.,
Drexel 4388

San Francisco 4
The Robt. W. Walker Co., 68 Post St.,
SUtter 1-5568

The fastest market service in chemicals purchasing for 1948. Every week's roundup of chemicals news from seller to buyer in One Business Hour.



THE PICTOGRAPH AT THE RIGHT

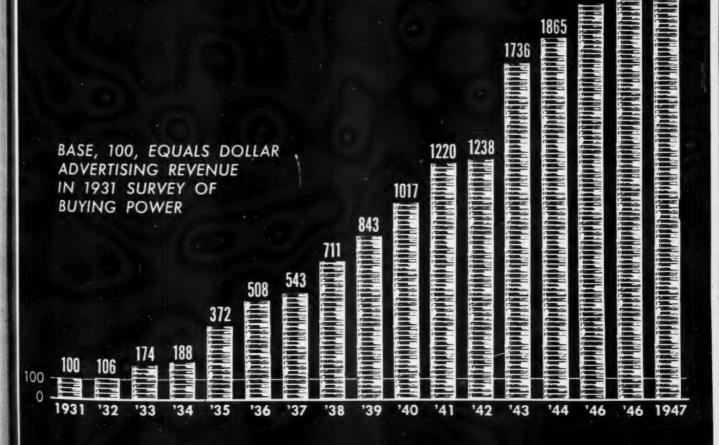
is a 17-year record of the advertising growth of SALES MANAGEMENT'S annual SURVEYS OF BUYING POWER. The Pictograph has significance for you, Mr. Reader, because it represents a cycle of forces you have helped to set in motion. You applauded the first Survey as a valuable pioneering effort toward orderly, profitable marketing. That applause caused a larger number of advertisers to use space the following year. The increased advertising revenue was used in considerable part to still further refine and amplify the editorial pages. And so it has gone year after year: higher editorial quality, more evidence of wide-spread reader interest and use; more evidence from you of interest and use, more pages of advertising; more pages of advertising, more and better editorial pages.... Thank you, readers. Thank you, advertisers.

SEVENTEEN-YEAR GROWTH RECORD OF ADVERTISING REVENUES IN SALES MANAGEMENT'S ANNUAL SURVEYS OF BUYING POWER

Piles show growth as ratio between each year's revenue and 1931, which is used as the base, 100.

PICTOGRAPH BY

Sales Management



2045

Media and Agency News

Census Goes to Work On Iowa Farmers

Many Washington departments and bureaus have valuable information which belongs to the public but which the public does not see because appropriations are not large enough to provide for tabulation and dissemination. The Bureau of the Census is a striking example.

Some alert organizations have found a way to uncover and refine this valuable data. Wallaces' Farmer



STUDY of Wallaces' Farmer and Iowa Homestead circulation shown to Dante Pierce, publisher of the newspaper, by advertising manager, M. B. Bock.

and Iowa Homestead, for example, now can answer hundreds of questions about its readers as a result of a special checking job done by Census, but paid for by the farm magazine.

There are about four persons in the typical Wallaces' Farmer and Iowa Homestead farm family, farming 175 acres. The value of land and buildings is \$19,612, compared with a national average of \$7,917. They own \$1,949 worth of farm implements, more than twice the U.S.A. average of \$878. The chances of having running water are 15% better than they are for the average U.S. farm, for being electrified 36% better, for having a radio 29% better.

The form produced or used \$7,016 worth of products, compared with a national average of \$3,091. It produced nearly 6 times as much corn as the average U.S. farm, 4 times as many bushels of oats, and raised more than twice as many cattle.

These are a few of the highlight

facts which Census gathered from special tabulations of a sample of 1,532 subscribers to Wallaces' Farmer. This was the method used: The Bureau of the Census took the whole Iowa farm circulation of the magazine. The names on this list were matched with Census records for the farms in a sample of the same special areas used for supplementary information in the 1945 Census of agriculture. John F. Jones, Route 1, Blankville, Iowa, was included in the 1945 supplementary Census. He is also a subscriber to Wallaces' Farmer.

There were 1,532 such names which matched up. Census supplied facts about these farmers but, in accordance with law, did not reveal information regarding any individual farm or farmer. The Census sampling was done so carefully that the 1,532 names are believed by experts to be typical of 10,000 or 50,000 or 500,000

Now if a certain sales manager knows that his best market can only lie among farmers with a telephone and an annual income of \$6,000 or more, Wallaces' can tell him how many of its subscribers fit that requirement. Or, if a feed grinder sales manager's best potential subscribers grow their own corn and raise their own livestock, Wallaces' can say, "We have X number in total, and they are divided by income brackets as follows." To date Wallaces' has received requests for such special reports as: electrification by income groups, tractors by income groups and size of farm, tenant farmer characteristics compared with owner-

NEWSPAPERS

The Market Research Division of R. L. Polk & Co. recently concluded a consumer study of the Dayton, O., market sponsored by The Dayton Daily News. Over 3,400 personal interviews were made representing a scientifically selected 5% cross-section of the city and contiguous residential areas. The area covered was divided into 12 districts. Tabulations have been presented for these zones individually and with city totals.

The 1947 population of Dayton was found to be 236,080, an increase of more than 25,000 since 1940. Of the total of 68,020 families, 91% are white families, 87% have incomes over \$2,000, 86% have telephones, 63% own their own homes, and 62% own automobiles.

The survey covers 130 questions on population, employment, the home, automobiles, tires, pianos, appliances, shopping habits, newspaper reading habits, brand preferences, price ranges of men's and women's apparel.

Copies of the survey, which comprises 225 pages of tabulations, are in the hands of *The Dayton Daily News*, Dayton, O., and of Sawyer-Ferguson-Walker Co., New York City, Chicago and Detroit.

For the first time since 1939, the New York Herald Tribune will publish its World Travel & Guide-March 21. The Guide is described as "a travel-aid, trade-building institution" established by the newspaper in 1926 and carried on yearly through 1939 when the war interrupted world travel and trade. It is planned to be informative for businessmen and industrialists as well as for pleasure travelers. The magazine-size supplement, which will have a four-color cover and color advertising, will discuss only travel which is feasible by American tourists standards. Since travel dollars spent abroad can help

Newspaper Promotes Three

operated farms.







THE THREE men recently promoted on The Columbus Dispatch, Columbus, O., are (left to right) Lewis B. Hill, to advertising director; Guy H. Bullock, to assistant advertising director and advertising manager; William C. Gilchrist, to general advertising manager.

This New Combination Reaches Operating Executives NATION WIDE

Advertise for the "YES" that gets ACTION . . . through the pages that decisionmaking executives value more highly than any other publication

DVERTISERS who sell from the top A down, can now reach a national audience of business and industrial leaders with the use of only two dailies -The New York Journal of Commerce and the Chicago Journal of Commerce.

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Men who manage businesses and meet payrolls need quick facts these days. They get these facts overnight, every day, in the only complete daily business newspapers in the country.

The Journals of Commerce (New York and Chicago) hold the confidence of over 75,000 subscribers who pay \$20 a year to read it. A proved readership of more than 200,000 presidents, vice-presidents and other production, purchasing, sales and traffic executives. J-of-C circulation represents the highest concentration of business and industrial decision-making officials now available to advertisers.

Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Do you have an institutional message for top management? Write or telephone for the Story of the Greater J-of-C Market and rate cards. One order buys this nation-wide coverage. Get to the men who DECIDE . . . in the dailies that HELP them decide.



Nation-wide concentration of Top Management

A Few of Thousands of J-of-C Advertisers Who Are Also Subscribers

United Airlines Brazilian Gov't Trade Bureau American Express Company Cities Service Chrysler Motor Cars Furness Bermuda Line Calvert Distillers Corp'n **Guaranty Trust Company** Hartford Fire Insurance Company Robert Reis & Company

The Journals of Commerce

The Journal of Commerce

A Chicago Journal of Commerce

12 East Grand Ave., Chicago 90, Ill.

MANAGEMENT'S GOOD RIGHT HAND

FEBRUARY I, 1948

127

relieve world monetary difficulties, trade will be discussed in conjunction with world travel conditions—the trade which would result in the purchase of much needed American equipment and merchandise.

Because of the easing up of the newsprint situation, the four basic Northwest members in the Pacific Coast Region of the American Newspaper Advertising Network are now able to accept Network orders for advertising. The four newspapers, which became activated as of January 1, 1948, are the Oregon Journal, Portland, Ore.; The Seattle Times, Seattle, Wash.; The Tacoma News Tribune, Tacoma, Wash.; The Spokesman-Review & Spokane Daily Chronicle, Spokane, Wash.

Collectively these newspapers have a total weekly circulation of 592,-785 and a total Sunday circulation of 613,293. Individually, they offer a better than 95% coverage of the families in their respective cities.

The Network currently has a total membership of 54 newspapers in 51 cities with an aggregate circulation of 13,718,178 on weekdays and 17,-340 254 on Sundays.

To provide grocery merchandisers with accurate information about the food buying habits of its reading audience, the New York Herald Tribune has just published the grocery products section of its fifth biennial Continuing Home Study. The survey gives a complete picture of grocery purchasing by the newspaper's families from 1938 to 1947.

The Home Study shows that the average *Herald Tribune* family expenditure for food is \$1,271 a year or \$24.44 a week. The food outlay is well distributed over the middle

and upper spending brackets, with 69% spending \$20 a week and upward, and 79½% spending \$16 and upward. Grocery manufacturers, who advertised through the commodity-short war years, will be interested to observe that in general their brands held or increased in *Herald Tribune* consumer preference.

The Continuing Home Study may be had on request from the New York Herald Tribune Information Service, Dept. GB, 230 West 41 Street, New York 18, N. Y.

V. H. Davey is now in charge of the Promotion and Research Department of The Spokesman-Review, Spokane Daily Chronicle, Spokane, Wash., and Pacific Northwest Trio. He has been with the Department since 1937 except for four years in the service, and succeeds Ralph E. Dyar, who has been assigned the full time project of writing the history of The Spokesman-Review. . . Forrest L. Collier, Jr., is new national advertising manager of The Charlotte News, Charlotte, N. C. . . James F. O'Conner is appointed to the newly-created post of business manager of the Pittsburgh Post-Gazette. . Harold A. Stretch, Jr., is new retail advertising manager of the Courier-Post Newspapers, Camden, N. J.

MAGAZINES

Look Magazine has just released Report No. 2 in its series of Continuing Magazine Audience Studies. It covers The American Magazine, Cosmopolitan and Look, and follows the same technique devised by the Magazine Audience Group in its work for Life Magazine.

The Report shows increases in total audiences for the three maga-

zines studied in the period since Look Report No. 1, issued July 1, 1946.

Covering men, women and children, 10 years and older, the Report shows that the total Audience for The American Magazine was 10. 200,000; Cosmopolitan, 8,150,000: Look, 15,650,000. On the basis of readership per copy, American had 4.4 readers per copy; Cosmopolitan. 4.0; Look, 6.7. The gains made by these magazines, according to the Report, show 3.000,000 or 23,7% for Look, 800,000 or 8.5% for American, and 1,000,000 or 14% for Cosmopolitan. The Study also reveals that 73.8% of Look's readership is in the top 60% of the Nation's economic level.

The detailed validation data, used by the Magazine Audience Group for this Report, was prepared by Dr. Raymond Franzen, who selected the national sample and analyzed the results, and by Crossley, Inc., who handled the intra-community sampling method and conducted the field work.

The Report is based on 12,000 interviews distributed over the United States and shows statistical comparisons for *The American Magazine, Cosmopolitan* and *Look* by total civilian audiences among men, women and children by sex and age, economic proportions, educational levels and geographical regions.

The first national magazine to commemorate the Golden Anniversary of Greater New York, Seventeen contains in its January issue, articles and features designed to project the New York City scene to the magazine's more than a million teenage readers throughout the country.

The issue's lead article hails the appropriate selection of cosmopolitan New York as the UN capital. Among the features included are stories about the city's food markets, Radio City and famous 57th Street. The fashion photos were shot against familiar New York backgrounds of the Automat, subway, Carnegie Hall, Central Park and Greenwich Village. New York's entertainment is kaleidoscoped in a quick tour of the musical high spots of the town as well as a report on the production of the hit show "Allegro" from first casting through first night. Brooklyn breaks into the issue with a feature story on Erasmus Hall, oldest high school in the country.

Andrew Mawhinney, formerly sales promotion director at Dell Publishing Co., Inc., has joined *The Family Circle Magazine* in a similar capacity.



CONTRACT SIGNED . . . \$50,000 for single double-spread advertisement in Puck—The Comic Weekly for Funk & Wagnall's New Standard Encyclopedia published by Unicorn Press. L. E. Dal Negro, (left), president Leonard Advertising Agency, with Leonard Black, in charge of book advertising for Puck.

LOOK AT THIS-SUPER DUPER HOOPER SUPER DUPER HOOPER SUPER DUPER HOOPER IN ROCHESTER

THREE YEARS:-

HOOPERATING*

(Morning, Afternoon, And Evening COMBINED)

Station B-33.6 Station C-16.2 Station D-10.2

*FALL-WINTER-1944-'45, 1945-'46, 1946-'47 WINTER-SPRING-1944-'45, 1945-'46, 1946-'47



GOOD Morning!



44.3

PROOF OF THE PULLING!*

PROGRAM	HOOPER	WHEC	
American Melody Hour	9.9	16.4	
Baby Snooks	13.4	27.0	
Big Sister	6.3	14.5	
Big Town	14.2	29.4	
Blondie	12.2	20.7	
Bob Hawk	9.7	32.3	
Crime Doctor	9.6	19.6	
Dr. Christian	12.2	22.8	
Durante & Moore	12.4	18.1	
Ellery Queen	8.1	19.8	
Family Hour	6.5	11.4	
Frank Sinatra	9.9	18.2	
Ginny Simms	8.8	18.5	
Grand Slam	4.4	12.9	
Hour of Charm	6.2	10.1	

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PROGRAM	NATIONAL HOOPER	WHEC
House Party	4.1	14.1
Inner Sanctum	12.9	26.9
Jack Carson	10.1	16.9
Joan Davis	13.7	26.5
Lux Theater	23.8	38.1
Mayor of the Town	9.1	18.4
Meredith Willson	6.5	17.5
Mr. Keen	10.8	22.4
Our Gal Sunday	6.8	13.1
Ozzie & Harriet	11.5	25.0
Romance of Helen Trent	6.9	11.5
The Thin Man	10.8	22.6
Vaughn Monroe	8.6	16.4
Vox Pop	8.7	19.9
Your Hit Parade	12.3	24.2

GOOD Afternoon!



GOOD Evening!

*From Fall-Winter Hooper Survey, 1946-1947



National Representatives: J. P. McKINNEY & SON, New York, Chicago, San Francisco

FEBRUARY 1. 1948



Where top flight sales and advertising executives come to select "Championship" sales stimulators.

- 1. Prizes For Sales Contests
- 2. Self Liquidating Premiums
- 3. Business Gifts
- 4. Advertising Specialties

ROSS COLES & CO. 173 W. MADISON ST., CHICAGO 2

NEW JERSEY'S FOURTH LARGEST MARKET

cannot be sold THE OUTSIDE FROM

76%

THE BAYONNE TIMES

14%

ALL OTHER PAPERS COMBINED

NEWSPAPER COVERAGE

THE BAYONNE TIMES 76% Family Coverage is 93% home delivered and the most concentrated coverage in New Jersey. 567,205,000 in Retail Sales for 1946 makes Bayonne a good home market. Bayonne's 100 diversified industries insures you a good industrial market.

Send for the 1947 Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY

BOGNER & MARTIN 295 Madison Ave., New York . 228 N. LaSalle St., Chicago

START the New Year right by learning how to write a good letter. Send \$1 for your copy of this new correspondence manual that Du Pont, Hercules Powder Co., Bell Telephone Co. of Pa. and hundreds of other firms are using to teach their people how to write BETTER letters. Tells how to make every letter a SELLING letter; how to answer inquiries; how to take telters; how to close them. by EARLE A. BUCKLEY, is the result of 25 years of specialized experience, Guaranteed to produce results. Money refunded if you aren't satisfied.

BUCKLEY INSTITUTE

Dept. S, 1420 So. Penn Square, Phila. 2, Pa.



IVOR KENWAY elected vice-president in charge of advertising, promotion and research, of ABC.

RADIO

The Radio Ownership Subcommittee of Broadcast Measurement Bureau has announced that total family figures as of January, 1948, by states and by urban, village and farm population groups within states are now being compiled and will be published shortly. Radio family figures by states, counties and selected cities will be available to the industry shortly thereafter.

In addition to figures on AM set ownership, BMB hopes to be able to publish data on FM and television set ownership, multiple set, car and portable radio ownership.

The BMB Quarterly, just published, reports that a station's share of audience cannot be predicted from its BMB percent. Other articles in the issue include "The Booming Birthrate in Radio Stations," by Mary Dunlavey, Pedlar & Ryan, Inc., and "Measuring Radio Performers' Enthusiasm Quotient," by Samuel H. Northcross, vice-president of Audience Research, Inc., which is headed by Dr. George Gallup. The issue also contains a breakdown of BMB's present subscribers, stations which have ordered audience measurements to be taken this March, and estimated radio ownership of cities between 25,000 and 50,000 population in metropolitan counties.



J. L. VAN VOLKENBURG, general sales manager, Radio Sales, CBS, now station administration director.

AGENCIES

A 1,500-line advertisement over the signature of the Duane Jones Co., Inc., appeared on the back page of the New York Herald Tribune and of The New York Times on January 13. Headlined, "Have You Ever Seen What a Selling Proposition in Your Advertising Will Do?". this house advertisement made a forthright bid for new business. Addressed "to the president, vice-president, sales manager, advertising manager, treasurer of package product advertisers," it challenged these offi-cials to look over their current consumer advertising. Copy read, "In all honesty, could you personally call door-to-door on consumers saying exactly what your advertising saysand make sales at a profit? Or, if you had to, wouldn't you step up your sales talk with a lot more hook?"



E. GORDON LANE has been named general manager in charge of all New England operations of James Thomas Chirurg Co.

New agencies: Stephen Goerl Associates, 22 East 40th Street, New York City; Walter J. Zimmerman Associates, 225 Lafayette Street, New York City.

Ruthrauff & Ryan, Inc., have opened a full-scale branch office in Mexico City, Mexico, under the name of Ruthrauff & Ryan, S. A. A wholly-owned Mexican company has been formed for this purpose, and Edgar M. Huymans, former assistant manager of Young & Rubicam, Mexico, S. A., has been placed in charge as vice-president and general manager.

Howard S. McKay, former sales manager of Foster & Kleiser Co., has joined the Dan B. Miner Co., Los Angeles, as an executive.

Accounts: Arthur H. Motley, publisher of Parade Publications, Inc., has appointed LaRoche & Ellis, Inc., to handle 1948 advertising.

WANTED DIRECTOR OF SALES

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Our company is in its 97th year, and one of the largest of more than 400 in its industry. Annual sales of our nationally advertised and distributed product exceed \$40,000,000. This product is now sold through exclusive distributorships in over 450 American markets and in many foreign countries. It is retailed in over 60,000 outlets. Sales volume has increased more than 100% in the past four years. We are now completing expanded production facilities which will provide a base for further substantial increases in sales volume. The Company's main offices and plant are located in Milwaukee, Wisconsin.

THE JOB

Performing administrative and supervisory duties to insure a successful and efficient functioning of our Sales Department. Determining and executing sales policies, and developing sales techniques. Arranging, planning and directing selling and promotional programs. Selecting and training an expanding force of merchandising salesmen. Selecting new markets and new distributors. Developing and leading sales panel discussions, and preparing and delivering sales talks to company personnel, distributors, associations and related groups. Advancing company trade relations and good will with distributors, retailers and consumers.

THE MAN

One who is strong in marketing, merchandising, and organizing. A director of selling effort—not merely a personal super-salesman. He must be of mature judgment, competent to assume a place in the company's top management, and have an outstanding record of personal integrity, habits and conduct. He must also be one who will fit into congenial association with an able, broadminded executive group who will welcome a new member of equal ability. Special consideration and preference will be given to one experienced in our industry, although such experience is not an absolute requisite.

COMPENSATION

The starting salary is open and will be fixed commensurate with the experience and past record of performance of the individual selected for the position. Company financed Retirement Plan and an all inclusive insurance program.

REPLIES

By letter only, to the personal attention of F. C. Verbest, President, who will hold all replies in full confidence. They should be as complete as possible with full data on experience and personal background. Picture and earnings record preferred but not necessarily required. If requested, replies will be returned to the writer. State in reply when and where interview may be arranged.

BLATZ BREWING COMPANY MILWAUKEE 1, WIS.



Retail Sales and Services Forecast for February, 1948

There are no signs of abatement in the upward zoom in the dollar volume of retail sales and services. For February the dollar total is estimated at 162% higher than the same 1939 month. The West continues to lead the parade, with 8 out of the first 15 cities coming from the West-of-the-Rockies section.

The 15 leaders in City Index are: San Jose, Calif., 440.5; Wichita, Kan., 421.0; San Diego, Calif., 420.4; South Bend, Ind., 420.4; Fresno, Calif., 420.0; Topeka, Kan., 411.2; Tucson, Ariz., 410.4; San Bernardino, Calif., 380.5; Miami, Fla., 380.0; Oakland, Calif., 375.3; Spartanburg, S. C., 375.1; Albuquerque, N. Mex., 372.5; Sioux City, Iowa, 367.5; Phoenix, Ariz., 365.1; Aberdeen, S. Dak., 362.2.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial

activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total since they are just as much examples of retail expenditure as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ Millions" gives the total amount of retail sales and serv. ices estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

- 1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200 cities.
- 2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100. it means that the city's retail activity is more favorable than that of the Nation as a whole.
- 3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management.)

☆ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICE (SM Forecast for February, 1948) City

City Nat'l \$ Index Index Millions

UNITED STATES

	262.0	100.0	9,350.00
Alabama			
Birmingham	312.5	119.0	27.30

Arizona

☆ Tucson 410.4 156.0 7.55 ☆ Phoenix 365.1 138.8 16.05

(Continued on page 134)

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

As a special Service

this magazine will mail 10 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



Lock and key—ancient symbol of barred treasure on the one hand, quick access to it on the other.

Hempstead Town and the Review-Star go together like that. Hempstead Town—more than a quarter billion dollars of retail sales*, long the leading High-Spot City in New York State. The Review-Star—advertising medium that retailers, department stores, financial advertisers (local people who base their use of linage on results obtained) point to as a sure thing to unlock the Hempstead Town treasure.

Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town.* In February, twenty-first consecutive month in the lead, retail sales forecast is 207.5% above February 1939; 17.4% above national gain for same period. Volume for February, \$27,000,000.

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*Sales Management 1947 Survey of Buying Power



Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy · Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit • Cincinnati • Kansas City • Atlanta

FEBRUARY 1. 1948

WINSTON-SALEM: U. S.' 100th MARKET!



- Bank Clearings Up 21% Over 1946-From January through October, 1947.
- Leads 5th Federal Reserve District in Department Store Sales Gain-from January through November, 1947.

PROOF POSITIVE that Winston-Salem is a "must" market for advertisers with something to sell in the South's No. 1 State!



ational Representative: KELLY-SMITH COMPANY

Hire A Hall?

What for? When the Woonsocket Call offers 99.6% coverage for your sales story? Why do it the hard way?

Woonsocket's a honey of a selling territory, with quality-of-market rating 13% above the national average. (Source: S. M. Survey) Reach this waiting market effectively through the-



HIGH SPOT CITIES

(Continued from	page 13	2)
RETAIL SALES A		
	City	_
City Index		# Millions
Arkansas		
Fort Smith 293.		3.30
Little Rock 258.	3 98.6	9.75
San Jose 440.	5 168.2	16.75
☆ San Diego 420.	4 160.3	38.22
₹ Fresno 420.	0 160.4	16.50
San Bernadino 380.		7.55 55.00
☆ Oakland		30.25
A Pasadena 350.	0 133.6	15.61
☆ Berkeley 348.	0 132.8	10.23
☆ Stockton	5 119.2 5 118.6	207.50
Santa Barbara 265.	2 101.3	5.72
Sacramento 260.	4 99.4	15.05
San Francisco 247.	3 94.4	90.50
Colorado		
☆ Denver 285. ☆ Colorado	0 108.7	42.00
Springs 276.	2 105.5	5.35
☆ Pueblo 270.	5 103.3	5.06
Connecticut		
☆ Stamford 285.	0 108.7	7.75
 ☆ Bridgeport	3 103.2 1 102.4	16.30 24.25
New Haven 257.	5 98.3	17.85
Waterbury 236.	2 90.1	9.25
Delaware'		
Wilmington 245.		15.15
District of Columb		
Washington 251.	5 96.0	75.50
Florida		
☆ Miami 380.0		26.50
☆ Pensacola 345.	0 131.6 7 128.5	3.90 12.00
Jacksonville 297.	113.5	18.25
St. Petersburg 281.4	107.4	8.10
☆ Orlando 277.	6 105.9	6.05
Georgia		
☆ Columbus 360.0 ☆ Macon 340.:	137.5	6.97 5.91
Atlanta 335.	3 129.9 1 127.8	37.55
Albany 296.		2.85
Savannah 283.2	2 108.2	9.00
Augusta 265.	8 101.4	5.34
Hawaii		
☆ Honolulu 336.	5 128.4	40.75
Idaho		
☆ Boise 324.	3 123.8	4.50
Illinois		
Rockford 337.	2 128.7	11.25
 ☆ Peoria 290. ☆ East St. Louis 283. 	0 110.7 2 108.2	14.35 6.50
Moline-Rock Island-	- 100.2	0.30
E. Moline 260.	4 99.5	8.50
Chicago 245.	2 93.6	325.42
Springfield 245.	0 93.5	8.95

RETAIL SAI	LES AN	D SERVI	CE 1948)
	City	City Nat'l	
Indiana	ndex		Millions
South Bend	420 4	160.5	14.00
☆ Fort Wayne	333.5	127.3	14.00
☆ Gary ☆ Evansville		121.2 112.3	13.25 13.95
A Indianapolis	279.6	106.7	45.85
Terre Haute	246.3	94.0	7.50
lowa	2/7 5	140.2	
Sioux City	279.1	140.3 106.6	9.85 17.50
☆ Cedar Rapids ☆ Davenport		105.0 104.8	7.20 7.50
Kansas	271.0	101.0	7.30
☆ Wichita	421.0	160.7	20.24
Topeka	411.2	157.0	11.15
☆ Kansas City	325.0	124.1	9.00
Kentucky ☆ Louisville	272.4	104.0	27.50
Lexington		104.0 99.4	27.50 8.07
Louisiana			
New Orleans	248.5	94.9	44.03
Shreveport	245.0	93.5	12.95
Maine ☆ Lewiston-			
Auburn	291.5	111.3	5.65
☆ Bangor ☆ Portland	276.2 262.3	105.5 100.2	4.30 9.65
Maryland			7.03
	271.6	103.6	95.00
Cumberland		97.2	5.02
Massachusetts			
☆ Holyoke ☆ Fall River		101.5 100.7	5.40 9.00
New Bedford	262.0	100.0	8.75
Springfield Worcester	255.0 252.2	97.3 96.2	17.85 19.20
Boston	207.5	79.2	93.50
Lowell	200.7	76.6	7.80
Michigan ☆ Lansing	335.4	128.0	11.65
☆ Jackson	320.6	122.4	7.05
☆ Battle Creek ☆ Detroit	297.5	113.6 111.7	6.20 175.00
₹ Flint	282.4	107.8	16.55
☆ Grand Rapids ☆ Kalamazoo	282.0	107.7 106.7	19.07 8.63
Saginaw Bay City	274.2	104.8	6.70
Muskegon		93.5 88.2	5.10 5.00
Minnesota			
☆ Minneapolis St. Paul	286.5	109.4	61.50
St. Paul Duluth	260.7 241.2	99.5	37.00 10.95
Mississippi		72.0	
☆ Jackson	340.0	129.7	7.42
Missouri			
Springfield	360.3	137.5	6.15
☆ St. Joseph ☆ Kansas City	325.1	124.1 111.9	6.00 43.50
St. Louis	250.0		67.13
Montana			
☆ Billings ☆ Great Falls			4.25 4.77
Nebraska	270.8	113.4	4911
☆ Omaha	313.7	119.7	25.00
Lincoln	243.5	92.9	8.50
(Continued	on pa	age 135	



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7.00

0.95

7.42

6.15

6.00

13.50

67.13

4.77

25.00

8.50

ENT

HOLLYWOOD

is a Big, Separate Market...

Retail Sales Volume

\$826,287,978

HILLS BBROS CORFEE The Makers of... COFFEE and 345 other national advertisers

Cover HOLLYWOOD with the HOLLYWOOD

AND ADVERTISER HOLLYWOOD, CALIFORNIA National Representatives

STORY, BROOKS & FINLEY, INC.



The CHESTER (Pa.) **Food Market**

Proved by Retail Food linage in the Chester Times . . . which far exceeds the linage in Philadelphia newspapers.



ALFRED G. HILL, Publisher CHESTER, PA. C. L. EANES, General Manager DON McKAY, Local Advertising Manager STORY, BROOKS & FINLEY, **National Representatives**

RETAIL SALES AND SERVICE (SM Forecast for February, 1948)

a.	City	- 4
		2
Index	Index	Million
	City Index	City Nat'l

Reno 328.6 125.4 6.00 **New Hampshire**

Manchester 251.4 6.70 **New Jersey**

Paterson 295.0 112.6 18.00 Elizabeth 280.0 106.9 11.25 Newark 279.6 106.7 61.22 Passaic 269.3 102.8 10.65 Camden 240.7 92.8 12.25 230.7 Trenton 15.90 88.0 Jersey City-Hoboken 184.3 71.0 22.50

New Mexico

Albuquerque 372.5 142.2

New York

* Hempstead Township 307.5 117.4 27.00 Binghamton 270.6 103.3 8.00 Niagara Falls ... 265.7 101.4 6.17 Jamestown 263.3 100.5 4.34 Troy 261.7 6.10 Syracuse 255.0 97.3 18.85 Schenectady 250.6 95.6 8.25 Albany .. 240.2 91.6 13.50 Buffalo 237.8 91.1 46.50 Rochester 236.4 90.2 30.68 Elmira 235.3 89.8 5.03 New York ... 227.2 600.00 86.7 Utica ... 220.0 84.0 7.91

North Carolina Durham 325.0 124.0 6.75 Winston-Salem... 320.2 122.3 7.32 Asheville 316.6 120.8 6.20 Charlotte 308.2 117.7 12.73 Greensboro 7.02 305.1 116.5 Salisbury ... 280.0 106.8 2.65 Raleigh 237.5 4.75 90.6

North Dakota

Crand Forks 337.8 128.9 3.10 ☆ Fargo 304.7 116.3 4.25 Ohio

124.0

82.2

28.50

4.30

Akron 325.1 Dayton

325.0 124.0 25.25 Warren 322.2 123.0 5.00 Toledo 285.1 108.8 31.50 Cleveland 280.2 107.0 93.40 272.5 16.85 Youngstown 104.0 Zanesville 268.2 102.4 4.56 Canton 265.3 101.3 12 00 Cincinnati 255.0 97.3 49.50 254.4 97.1 Columbus 33.75 Springfield 240.1 90.6 5.67

Steubenville Oklahoma

270.3 Tulsa 103.2 15.50 99.3 Muskogee 260.0 3.05 Oklahoma City... 253.5 96.8 22.50

215.3

Oregon

317.5 121.2 5.10 307.5 117.4 48.07

Pennsylvania

☆ York .. 292.5 101.6 6.85 Erie 284.0 108.4 11.55 Chester 262.5 100.2 7.52 Wilkes-Barre 95.4 9.06 250.1 94.3 6.93 247.3 Altoona 245.7 93.7 7.95 Johnstown . 72.25 Pittsburgh 245.4 93.6 5.20 245.2 93.5 Bethlehem 245.0 Norristown 93.4 4.00 Allentown 242.5 92.5 11.77

(Continued on page 136)

WHY DO ALLENTOWN MERCHANTS SHOP IN BETHLEHEM ?

The answer's simple: they shop in Bethlehem for customers! They do so because they know that Bethlehem is an important part of their market-so important, in fact, that they ran over 2 million lines of advertising in the Bethlehem Globe-Times during '47.

Here's proof that Bethlehem and Allentown are one market (Pennsylvania's third largest), Here's proof, too, that the Globe-Times moves merchandise. But why shouldn't it? It's the only newspaper that covers prosperous Bethlehem!

THE BETHLEHEM GLOBE-TIMES

Represented nationally by DeLisser, Inc.

Yip . . .

this 79er's been rejuvenated!

- more columns of news
- more features
- more pictures more county
- news more cartoon
- panels more comics -a full page

. . improvements that increase reader interest . . . reader response to advertising.

NEW JERSEY'S OLDEST NEWSPAPER **Established 1779**

Elizabeth Daily Iournal ELIZABETH, N. J.

Special Representatives WARD-GRIFFITH CO., Inc.



BIGGER JOB WANTED

Seasoned advertising man with broad technical and some consumer ex-perience seeks contact with large advertiser or agency. Background of manufacturer promotion, selling, ac-

count executive, publisher promo-tion and public relations.

Familiar with building, chemical, electrical, electronic, hardware, ma-chinery, machine tool, plastics, packaging, publishing, metals, and many other fields.

Organizer, planner, writer, idea man. Exp. in market studies, ad programs, and media, 36 yrs. Now employed. Reached limit of job. Strong creative man. Drive. Personable.

WRITE Box 2512, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGER

Must have successful background of personal selling on a system basis, also training new salesmen, lesse leaf equipment, effice systems, etc. to consumers. Excellent opportunity with old established manufacturer selling nationally from New York. Good salary and bonus arrangement for properly qualified man. Ago preferred 40-50. Send complete resume. Box #2510 c/o Sales Management, 386 Fourth Ave., New York 16, M. Y.

MANAGER WANTED

Well developed line of gas unit heaters and winter air conditioners — held up by company's special wartime activities — being readied for production. Men selected to plist this reactivated department of leading manufacturer of heating and air conditioning equipment will quality on basis of engineering background, gas experience, and sales ability. Must quality as engineer to work with design men on product development. Flvo years of practical gas experience is indicated. Ability to build sales program in impertant. There is a large and experienced organization back of this line, with over 20 field engineers in U. S. and Canada. If you are of the caliber to handle development and sales of this line, this can be a once-in-a-lifetime appertunity. Address Bex 2513, Sales Management, 386 Faurth Ave., New York 16, N. Y.

HIGH SPOT CITIES

(Continued from page 135)

RETAIL SALES AND SERVICE (SM Forecast for February, 1948) City Nat'l City

Index Index Millions

Pennsylvania (cont'd)

Lancaster	240.4	91.7	7.70
Philadelphia	230.6	88.0	160.00
Williamsport	230.3	87.8	4.55
Harrisburg	230.2	87.8	11.27
Reading		81.1	10.50
Scranton	200.8	76.6	11.15

Rhode Island

Woonsocket	********	257.2	98.2	4.25
Providence	811188181	244.6	93.3	29.00

South Carolina

Spartanburg	375.1	143.4	5.83
Greenville	340.2	129.9	6.58
	290.0	110.7	7.25
charleston	271.5	103.6	7.85

South Dakota

Aberdeen	362.2	138.3	2.60
Sioux Falls	340.0	129.8	5.45
Tennessee			

* Knoxville 353.1 134.8 14.50 Nashville 313.5 119.7 17.45 Memphis 128.3 310.0 31.75 chattanooga 272.3 104.9 12.40

Texas

Fort Worth	347.5	133.6	24.00
Amarillo	342.5	131.4	7.00

KETAIL SALES AND SERVICE

(SM Forecast	for Fe	bruary,	1948)
	City	City Nat'l	8
	Index	Index	Millions
☆ Houston	340.8	130.0	48.50
☆ Dallas	332.4	126.9	42.50
El Paso	331.0	126.4	8.75
☆ Waco	317.5		5.95
San Antonio .		118.8	25.00
Beaumont Wichita Falls	202.7	117.7 115.5	7.10
Corpus Christ	: 302.7		6.12 8.63
Austin			9.35
Galveston			6.70
Utah			
Utah ☆ Ogden	360.0	137.4	6.05
Salt Lake City	y 286.2	109.3	17.75
Vermont			
Burlington	251.3	95.8	4.30
Virginia			
A Portsmouth	346.4	132.2	
Norfolk Newport New Newport Newport New Newport N	317.5	121.2	16.85
Newport New	8 294.4	112.4	5.25
Roanoke	2/0.6	103.1	8.27
Richmond Lynchburg	200.0	101.2	26.50 4.20
	230.2	07.0	7.20
Washington	***	101 -	
☆ Tacoma	326.0	124.5	
Seattle	297.5	113.5	
☆ Spokane		, 111.5	10.20
West Virgini	a	110.2	(02
Huntington	250.	5 110.2 2 95.5	
Wheeling			6.50
Wisconsin			
☆ Green Bay	312.	5 119.3	5.80
Appleton			3.47
Milwaukee .	290.:	5 110.9	72.35
A Madison	290.	1 110.8	10.00
☆ La Crosse	285.0	0 108.8	4.73
Sheboygan	283.	6 108.3	
Monitowoc	265.	7 101.4	
Superior	260.	3 99.3	3.51
Wyoming	201		2 14
cheyenne	291.	3 111.2	3.19

DO YOU WANT YOUR OWN BUSINESS?

Would you be happiest working for yourself?

Would that waken in you the energy and enthusiasm that builds a business? Can you organize an office and sales force and develop a territory so customers will come back to you, year after year? If you can soberly and positively answer "Yes" to those questions, write us about yourself. That might be the most profitable step in your life.

As a new distributor, you would join a nation-wide organization, selling and servicing electronic devices costing about \$200, direct to consumers. You would own your business and locate permanently in one territory. You would be rendering a necessary and respected service; so necessary that just a few hundred customers (through repeat purchases, parts and service) would afford you a comfortable living.

The potential of any territory is several times that. And our product is nationally advertised, enjoying an outstanding reputation for ethical sales and scientific achievement. It is one of the leaders of the industry, giving our distributors a high degree of security with incomes up to \$30,000 a year. A few thousand dollars are needed for stock and working capital. A clean record with proof of sales managerial ability are essential. Selling is on a semi-professional level with many customers sent to us by doctors. Your reply will be held in complete confidence. Write fully about yourself. Why you want to, and know you can successfully operate a business of your own.

Box 2511, Sales Management, 386 Fourth Ave., New York 16, N. Y.

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Whether you read the above as the figure One or letter "I", you're right. It refers to this new one-man agency* in the N. Y. metropolitan area seeking a few accounts to which the principal can give full, special serviceand follow-through attention-day in and day out (and nights, too).

NINETEEN years in publishing and advertising-editorial, copy, layout, production, promotion. My ideas and printed pieces as newspaper promotion manager have been hailed by tough-minded admen and newspapermen, public officials, educators, clergy, the reading public.

You've seen my work, some of it in Sales Management. It will pay you to see a complete range of samples . . . newspaper and trade paper ads, direct mail, broadsides, newsletters, folders, brochures, sales manuals, house organs, publicity, public relations campaigns.

I'll be on my way to your office as soon as you say the word. Write to Box 2509, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

* With highest quality art and reproduction connections.

OT THATSISSA SALES OR ADVERTISING MANAGER

(Drug or Medical)

Woman with more than ten years in the drug and medical fields-with extensive experience in all phases of marketing research, sales analysis, product and market development, promotion, packaging, can take a big load of detail off your shoulders. Some selling, public relations, writing experience. Capable of assuming responsibility and getting things done - on time. Cooperative and energetic. Interested in an opportunity to produce results for a manufacturer of ethical or consumer drugs. Locate anywhere. Moderate salary.

Box 2514, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

COMMENT

MEMO TO MEDIA MEN:

Do the majority of retail salespeople behind America's counters really sell? You know the answer is a resounding "No!"

What would happen if they did really sell . . . with skill, pride, personal interest? Everybody knows retail customer relations would improve; a new degree of stability would be injected into business.

Everybody would profit: manufacturers whose products would be better presented to the public; retailers whose profit would rise because of larger volume, fewer returns, increased good-will; newspapers and radio stations whose advertisers would be better customers. Yes, retail salespeople, too, would benefit especially if employers adopt incentive systems.

Local media men have a definite stake in this. But only a few are doing anything constructive about it. Many a manufacturer is trying to do his part. More should surely try, for the great break in the sales chain is right at the retail sales counter—a worry that keeps manufacturers awake nights. Many a retailer is trying, too, but such retailers are in the vast minority . . . to the disgust of the public.

What can you do? Here are two suggestions:

- 1. Newspaper and radio station chiefs can lend a hand to national advertisers. You can compile a list of sales training programs which are available to retailers—by Institute of Carpet Manufacturers of America, Armstrong Cork Co., National Ice Cream Manufacturers Association, General Electric, Bendix and a host of others. You can urge retailers to use these programs. (And show national advertisers you are urging it.)
- 2. More intensively, you can operate sales training courses of your own for local dealers and their people—courses in the good, sound, basic principles of salesmanship at the counter; conducted by experts. Good trainers and films are available. Dealers should bear all or the major part of your cost.

Nobody should suggest that you do something for nothing; so how do you benefit? Among many benefits that come out of constructive leadership we call attention to just one: Think what can happen to space or time sales if you can say—in personal solicitation and in advertising copy addressed to national advertising prospects: "Look! We are the medium in this city that is actively helping you close that disheartening sales gap at the retail counter! We are putting 300 local salespeople through our special course every month. Our thinking merchants—the kinds of dealers you want—are taking part. Store operators say thus-and-so about results. This is a market where your products get real selling!"

That, gentlemen of local media, would be sales talk and sales copy your advertisers want to hear. If your story is sound, its final impact will be on your cash register. It will ring cheerily.

RESEARCH BY TEAMWORK

One of the questions which came up from the floor in a panel meeting at last fortnight's New England Sales Management Conference was this: "How can a medium-size or small company afford to do market research?" Dr. Vergil Reed of J. Walter Thompson Co., one of the panel members, made what we thought was a very practical answer.

First, he decried the defeatist attitude taken by the managements of many such companies. He doesn't think the use of the excuse, "We can't afford it," is any answer at all to inaction, because the need for research is so fundamental. Then he went on to present the arguments in favor of cooperative research either by a specially organized group of competitors, or by a trade association. He pointed out that a reasonably small sum of money put up by each of a number of companies, could create a fund of sufficient size to enable the group to hire competent research talent. All would share in the fruits of the findings. Not nearly enough research of this kind is being done, Dr. Reed believes.

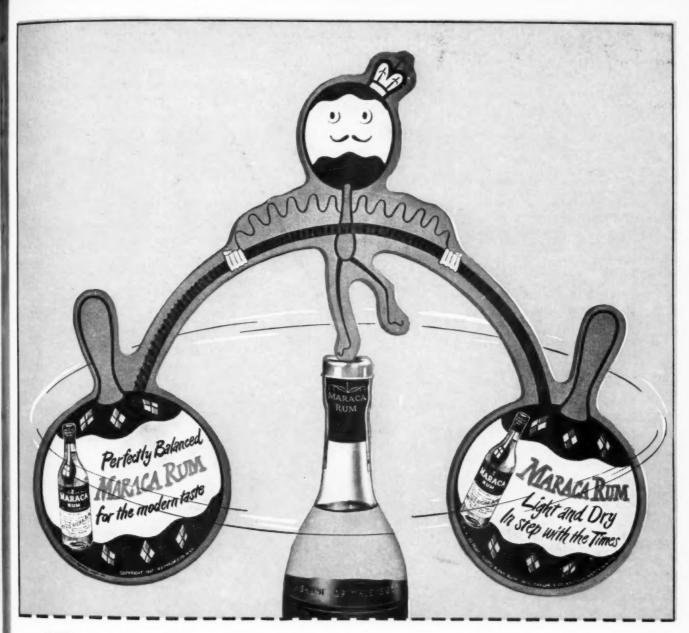
There are still hundreds of companies that view with horror the idea of engaging in such a program with competitors, but the fear of the competitive consequences of sharing factual, detailed market facts is silly and groundless, in Dr. Reed's belief. The application of the data will vary with each participating company, and benefits are bound to accrue to the whole industry in some substantially direct ratio to the degree of acquired knowledge of the quantitative and qualitative character of the whole market.

For those who would care to examine one typical cooperative research project, SM refers to an article which appeared in these pages in the issue dated September 1, 1946, titled "Three Industrial Trade Groups Seek Five-Billion-Dollar Sales Goal." It outlined the projects initiated in 1944 by not one, but three associations in the same field: The American Supply & Machinery Manufacturers' Association (representing manufacturers), the National Supply & Machinery Distributors' Association and The Southern Supply & Machinery Distributors' Association (representing distributors).

More—much more—cooperative research is coming. It's an idea worth selling, because it will pay off.

INCENTIVES FOR SALES EXECUTIVES?

Of course. That question, too, came up at the Boston meeting. The answer, from the experts, to the question as to whether the sales manager, as well as his men, should have incentive elements in his compensation plan, was an emphatic "Yes!" If he possesses the qualities of leadership which enable him to train and inspire the sales force to reach higher sales and profit goals, then certainly the sales manager should be paid a premium for the performance he has brought about. In companies where management has an unenlightened attitude toward incentives, the sales manager should do some selling in his own behalf. We haven't even scratched the surface of incentives.



The moving spirit...

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There are more brands of rum than Republicans in Congress. (No connection, however. Brand recognition, even in the trade, is harder to get than kind words from Molotov...

Most distillers are mañana about the situation. One came to E-F...See above.

Joe Maraca spins merrily on the indented top of a bottle without visible means of motivation (if the electric fan is out of sight, as it should be), and with visible mystification to the customers. They watch, wonder, comment, ask questions. After they know how it works, they tell others. And Maraca is one rum they remember!... All from free air, and an E-F idea...For promotion that gets audience participation, page Einson-Freeman...any office, any time.



Einson-Freeman Co. Inc.... Sales spirited lithographers

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Offices in Chicago, Cleveland, Cincinnati, St. Louis, Minneapolis, Atlanta, Dallas, Los Angeles, San Francisco

In Chicago there's an easier way...with results the same day



Department stores invest more of their promotion budgets in the Tribune than in <u>all other</u> Chicago papers combined. To get greater returns from your advertising in Chicago, build your plans around the Chicago Tribune.

Rates per line per 100,000 circulation are among the lowest in America.

to reach Chicago women do as retailers do-use the Chicago Tribune

